



SANTA CLARA
UNIVERSITY
**LEAVEY SCHOOL OF BUSINESS
AND ADMINISTRATION**
GRADUATE PROGRAMS
1991-92

Santa Clara

For information:

**Leavey School of Business
and Administration
Graduate Education
Santa Clara University
Santa Clara, California 95053
408-554-4500**

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Affirmative Action Officer
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Walsh Administration Bldg.
408-554-4113

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SANTA CLARA UNIVERSITY

Thomas and Dorothy Leavey

**School of Business
and Administration
Graduate Programs
1991-92**

Santa Clara, California 95053



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Academic Calendar 1991-92

FALL QUARTER 1991

August 24	Saturday	New-student orientation (summer/fall)
August 12-23	Monday-Friday	Mail registration
September 2	Monday	Labor Day; administrative holiday
September 14	Saturday	Equivalency examinations
September 23, 24	Monday, Tuesday	International-student orientation
September 25	Wednesday	Classes begin
September 25, 26	Wednesday, Thursday	Leavey Lecture Series
September 23-26	Monday-Thursday	Late registration, noon- 7:30 p.m.
October 1	Tuesday	Last day to withdraw from classes with full refund
October 2	Wednesday	Last day to add or change classes
October 17	Thursday	Last day to withdraw from classes with partial refund
October 18	Friday	Last day to petition for graduate degrees to be conferred in December 1991 and March 1992
October 23	Wednesday	Last day to submit incomplete spring and summer quarter 1991 work to faculty
October 30	Wednesday	Last day to remove spring and summer quarter incompletes (faculty)
November 26	Tuesday	Last day to withdraw from classes without instructor's signature
November 27	Wednesday	Academic holiday
November 28, 29	Thursday, Friday	Thanksgiving recess; academic and administrative holidays
November 4-15	Monday-Friday	Mail registration (winter quarter)
December 5	Thursday	Classes end
December 9-11	Monday-Wednesday	Fall quarter examinations
December 16	Monday	Fall quarter grades due
December 24, 25	Tuesday, Wednesday	Christmas recess; administrative holidays

December 31, January 1	Tuesday, Wednesday	New Year's recess; administrative holidays
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WINTER QUARTER 1992

November 4–15	Monday–Friday	Mail registration
December 14	Saturday	Equivalency examinations
January 3	Friday	International-student orientation
January 6	Monday	Classes begin
January 2, 3, 6, 7	Thursday, Friday, Monday, Tuesday	Late registration, noon– 7:30 p.m.
January 7	Tuesday	Leavey Lecture Series
January 13	Monday	Last day to withdraw from classes with full refund
January 14	Tuesday	Last day to add or change classes
January 14	Tuesday	Last day to petition for graduate degrees to be conferred in June 1992
January 20	Monday	Martin Luther King Day; academic and administrative holiday
January 27	Monday	Last day to withdraw from classes with partial refund
February 3	Monday	Last day to submit incomplete fall quarter 1991 work to faculty
February 10	Monday	Last day to remove fall quarter incompletes (faculty)
February 17	Monday	Presidents' Day; academic and administrative holiday
February 3–14	Monday–Friday	Mail registration (spring quarter)
March 3	Tuesday	Last day to withdraw from classes without instructor's signature
March 11	Wednesday	Classes end
March 16–18	Monday–Wednesday	Winter quarter examinations
March 21	Saturday	New-student orientation (winter/spring)
March 23	Monday	Winter quarter grades due

SPRING QUARTER 1992

February 3–14	Monday–Friday	Mail registration
March 21	Saturday	New-student orientation
March 28	Saturday	Equivalency examinations
March 30	Monday	Classes begin
March 25, 26, 30, 31	Wednesday, Thursday, Monday, Tuesday	Late registration, noon– 7:30 p.m.
March 30	Monday	Leavey Lecture Series
April 6	Monday	Last day to withdraw from classes with full refund
April 7	Tuesday	Last day to add or change classes
April 17	Friday	Good Friday; administrative holiday
April 20	Monday	Last day to withdraw from classes with partial refund
April 27	Monday	Last day to submit incomplete winter quarter 1992 work to faculty
May 4	Monday	Last day to remove winter quarter 1992 incompletes (faculty)
May 25	Monday	Memorial Day; academic and administrative holiday
May 26	Tuesday	Last day to withdraw from classes without instructor's signature
June 3	Wednesday	Classes end
June 8–10	Monday–Wednesday	Spring quarter examinations
June 14	Sunday	Graduate Commencement
June 15	Monday	Spring quarter grades due

SUMMER QUARTER 1992

May 4–15	Monday–Friday	Mail registration
June 12	Friday	Last day to petition for graduate degrees to be conferred in August 1992
June 13	Saturday	Equivalency examinations
June 22	Monday	Classes begin
June 17, 18, 22, 23	Wednesday, Thursday, Monday, Tuesday	Late registration and add period, noon–7:30 p.m.

June 26	Friday	Last day to add or change classes
June 26	Friday	Last day to withdraw from classes with full refund
July 3	Friday	Independence Day; administrative holiday
July 6	Monday	Last day to withdraw from classes with partial refund
July 22	Wednesday	Last day to withdraw from classes without instructor's signature
August 4	Tuesday	Classes end
August 6, 7	Thursday, Friday	Summer quarter examinations
August 12	Wednesday	Summer quarter grades due
October 21	Wednesday	Last day to submit incomplete spring and summer quarter 1992 work to faculty

SUMMER INTERSESSION 1992

August 10– mid-September	A select group of elective courses will be offered on a varied schedule. The intent is that a majority of class sessions and course work would be completed after summer quarter and before fall quarter.
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All dates are inclusive.

A Message from the Dean

The MBA program at the Thomas and Dorothy Leavey School of Business and Administration is among the most unique and distinguished programs of its kind in the United States. It combines tradition with innovation, excellence in research with excellence in teaching, and theory with practice in a program designed to develop professional managers for the 21st century. I speak for the school's faculty and administration when I say that our mission is to develop leaders who will guide organizations to significant positions of competitive strength in rapidly changing, technologically advanced, and global business environments.

The Jesuit tradition of education stresses development of the whole person. In the Leavey School, this emphasis is reflected in a commitment to ethics and the human impact of decisions. Grace under pressure, the ability to reason calmly and make productive decisions in the presence of uncertainty, and the capacity to inspire confidence and trust are essential dimensions of human character that are cultivated through the MBA program.

The spirit of innovation that characterizes the Silicon Valley is reflected in the student body, the faculty, and a dynamic curriculum. The Leavey School has produced numerous executive officers and successful entrepreneurs. Our student body, although international in its composition, reflects a heavy concentration of working professionals from California's diverse and dynamic business environment. Faculty continue to develop new courses to reflect the demands of such salient issues as the management of technology, workforce diversity, and the globalization of business strategies. Students are challenged through individual and team-based approaches to develop their critical thinking skills and their effectiveness in working with others in complex problem-solving environments.

The faculty of the Leavey School possess national stature in each of its six major departments — Economics, Management, Marketing, Finance, Decision and Information Sciences, and Accounting, as well as the Agribusiness Institute. In each department, faculty play leading roles in their professional associations and in editorial capacities for the top scholarly journals in their field. This excellence in scholarship is balanced by a strong commitment to teaching and continuous improvement in service to students. In our responsiveness, we take the view that students are customers.

The theory-practice gap is narrowed through the Santa Clara MBA experience. As a *professional* school, the Leavey School is concerned with the nettlesome issues that spell the difference between success and failure in the highly competitive and global business environment of the 1990s. Such issues as time-to-market, managing change, technology transfer, workforce diversity, the development of competitive manufacturing strategies, total quality, and business ethics are addressed through the curriculum and the faculty's own scholarly contributions to the frontiers of knowledge and practice in these areas. Both theoretical rigor and practical relevance are stressed throughout our program.

To paraphrase Thoreau, we know of no more encouraging fact than the unquestionable ability of men and women to elevate their lives through conscious endeavor. In this spirit, we look for applicants who seek the challenge of a dynamic learning community in a distinguished graduate school of management.

James L. Koch
Dean

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Santa Clara University

STATEMENT OF PURPOSE

Inspired by the love of God to serve through education, begun by the Franciscans who founded Mission Santa Clara in 1777 and continued by the Jesuits who opened the College in 1851, Santa Clara University declares its purpose to be the education of the human person within the Catholic and Jesuit tradition.

The University is thus dedicated to

- a community of highly qualified scholars, teachers, students, and administrators bound to an uncompromising standard of academic excellence;
- an education that, in its emphasis on undergraduate studies and its pursuit of selected high-quality graduate and professional programs, stresses moral as well as intellectual values, an education of the whole person, an education seeking to answer not only “what is” but “what should be”;
- an academic community informed by Catholic principles, a community offering its members the opportunity for worship and for deepening their religious perception, yet a community enriched by men and women of diverse religious and philosophical as well as social and racial backgrounds, a community opposed to narrow indoctrination or proselytizing, a community wherein freedom of inquiry and freedom of expression enjoy the highest priority;
- an integrated curriculum designed not only to provide the scientific and humanistic knowledge necessary to enable students to become fully human, but also to demonstrate the unity of all forms of knowledge and to enable students to assume leadership in the modern world;
- the encouragement of teaching excellence and of the scholarly research that promotes such excellence, of close student-teacher relationships, of experimental and innovative courses and teaching methods—courses and methods that stimulate not only the acquisition of knowledge but also the creative use of knowledge;

- an academic community in which students, teachers, and administrators dedicated to academic freedom and united in the search for truth actively formulate and carry into effect the University's policies.

Board of Trustees
Santa Clara University
January 22, 1975

HISTORICAL PERSPECTIVE

On January 12, 1777, six months after the signing of the Declaration of Independence, a cross was planted at a site in the present city of Santa Clara by a Spanish Franciscan missionary, Tomás de la Peña, to mark the founding of the eighth of California's original 21 missions, Santa Clara de Asís.

Three-quarters of a century elapsed before Santa Clara University, or Santa Clara College as it was known, opened its doors as an institution of higher learning. In the intervening years, however, the mission served as a spiritual center and school for the Indians. Besides religious instruction, the men were taught stockraising, farming, and the building trades; the women, weaving and sewing; the boys, reading, music, and religious drama. From 1777 until Mexican government secularization on February 27, 1837, some 9,000 persons were baptized at the mission.

During the early period, the less solidly built mission buildings of the first and second sites were destroyed by the flooding waters of the Rio Guadalupe. The third mission church, constructed of adobe, was completed in 1784 but was seriously damaged by earthquakes in 1812 and 1818. A fourth church, also adobe, was used temporarily from 1819 to 1825. The larger, fifth adobe mission with its quadrangle patio, was completed and dedicated August 12, 1825. The University's Adobe Lodge Faculty Club is all that remains of the west wing of the quadrangle.

The first site of Mission Santa Clara is marked by a California state historical landmark located near the intersection of Kifer Road and De La Cruz Boulevard. Crosses mark the second site at De La Cruz Boulevard and Martin Street and the third site at Campbell and Franklin streets. The temporary fourth mission church stood between what are now Kenna Hall and the Walsh Administration Building.

During the first three decades of the nineteenth century, the old mission enjoyed its most fruitful years. In 1827, more than 1,400 Indians lived within sound of the mission's bells. In that year, some 15,000 sheep, 14,500 head of cattle, and abundant crops of wheat, corn, and beans were produced and cared for by the Indians under the guidance of the missionaries.

A combination of factors terminated the decades of prosperity at Santa Clara and the other California missions. The Mexican War of Independence brought turmoil from 1810 to 1821 and resulted in a decrease in Franciscan personnel and donations-in-aid from benefactors. The new Mexican government took possession of the old Jesuit Pious Fund of the Californias that had been the main source of support for the mission. Most of the Indians' lands, cattle, and sheep became the object of spoliation by civil administrators.

In 1827 and again in 1829, governmental decrees ordered exile for all Spaniards who refused allegiance to the new regime. Since most of the mission padres were from Spain, many chose banishment. Some, however, remained until 1833, when Mexican Franciscan replacements arrived from the missionary college of Zacatecas. Among them was Fray Francisco García Diego y Moreno, who was to become the first bishop of the Californias. Although committed to the welfare of the Indians, the padres' resistance to governmental encroachment on the Indians' rights and property had little effect. Full secularization of mission properties was finally imposed at Mission Santa Clara in early 1837. This action ended the effectiveness of the Franciscan missionary endeavor in Alta California. Within a few years most of the mission buildings and the Indian lands, cattle, and sheep were seized by civil officials and other claimants. In the early 1840s, foreigners began arriving in Alta California in increasing numbers. Some of the immigrants were Anglo-Americans attracted by the rich agricultural lands of the Santa Clara Valley.

Events of the year 1848 dramatically altered the course of history at Santa Clara. In February the United States and Mexico signed the Treaty of Guadalupe Hidalgo, which concluded the two-year war in which they had been engaged and ceded California to the United States. That same year gold was discovered in the Sierra Nevada, thus attracting a flood of newcomers into the former Mexican province.

It was in this setting that Santa Clara opened its classroom doors in May 1851. The new bishop of San Francisco, Joseph Sadoc Alemany, asked Jesuits Michael Accolti and John Nobili, formerly Oregon missionaries, to open a college at Mission Santa Clara. During its first academic year, 1851–52, Father Nobili and a handful of Jesuit and lay teachers offered instruction in a variety of subjects to approximately 40 students. A decision made in 1854 by the Jesuit Province of Turin, Italy, to adopt California as a permanent mission field marked a turning point in Santa Clara's history. As a consequence, the Jesuits of Turin provided the college with the faculty and support that it needed to grow. The following year, Santa Clara College received a charter of incorporation from the state of California.* In 1857, the college conferred its first collegiate degree, a Bachelor of Arts diploma, on Thomas I. Bergin. This was the first diploma granted by any institution of higher learning in the state of California. By 1858, new scientific apparatus arrived from Paris, and integrated courses in science as well as in the classics and in commercial subjects were offered.

Slow and steady growth followed, and distinguished graduates became prominent members of California life. It was not until 1912, however, that the Schools of Law and Engineering were founded. In that same year, courses in the humanities and the sciences were expanded, and the college became Santa Clara University. Meeting the demands of urban growth in the Santa Clara Valley, courses in commerce and finance were also expanded in 1926, and the University's School of Business and Administration began. In that same year,

*THE UNIVERSITY'S LEGAL NAME is *The President and Board of Trustees of Santa Clara College* to which should be added, *A Corporation, located at Santa Clara, California*. For the information of individual, corporation, and foundation donors who wish the tax benefits of their gifts and grants, the University is classified by the Internal Revenue Service as a 501 (c)(3)(ii) tax-exempt organization and it is not classified as a private foundation under section 509(a) of the IRS Code.

the old mission church was destroyed by fire. The present structure, an enlarged replica of the original, was completed in 1928.

From the 1930s through World War II, the University's enrollment was relatively stable. The return of many veterans resulted in an enlarged student body and new resources. In 1947, for the first time in the University's history, enrollment broke the 1,000 mark. From the postwar period to the present, the face of the campus has been changing and expanding. In 1961, the University announced a major change in policy and accepted women as undergraduate students for the first time in its 110-year history. Santa Clara became the first Catholic coeducational institution of higher learning in California. Thanks to the generous support of many friends, 23 new buildings have been added to match the growth in enrollments. The Louis B. Mayer Theatre, Leavey Activities Center, and the Cowell Health Center were completed in the early 1970s. Additions in the 1980s included a computer center, engineering and computer laboratories, parking facilities, and student housing. The already scenic campus was significantly enhanced in 1989 by rerouting The Alameda, California's oldest north-south highway, around the University. With the new entrance road and landscaping, the reroute unifies the Mission and modern sections of the campus into 104 contiguous acres.

Although the student body has grown rapidly in the past decade, it has been held relatively small: 3,800 undergraduates and 3,900 graduate and law students. Since 1960, educational opportunities at all levels have increased.

As an independent University supported by tuition and gifts, Santa Clara has been able to accomplish change in ways that reflect its traditional concern for the individual student.

Today, Santa Clara University, the first institution to offer classes in higher learning on the West Coast, continues its mission heritage of service of helping its students equip themselves with advanced knowledge and humanistic values. Academic excellence in a well-balanced human being is the University's goal.

CAMPUS LOCATION

Santa Clara University is 46 miles from San Francisco, near the southern tip of the Bay, in an area rich in opportunities for learning. The campus is situated in the midst of one of the nation's great concentrations of high-technology industry (Silicon Valley) and professional and scientific activity. Many nearby firms and social agencies are world leaders in the search for solutions to man's most critical problems. The cultural and entertainment centers of San Francisco, Berkeley, Oakland, and Marin County are within one-hour's travel by bus, train, or car. In the opposite direction, the Pacific beaches of Santa Cruz are about 30 minutes away; the world-famous Monterey Peninsula and Carmel are two hours away. The University is accessible by major airlines via San Jose International Airport, which is three miles from campus, and via San Francisco and Oakland International airports.

Santa Clara has a moderate Mediterranean climate. Over a period of 67 years, the average maximum temperature was 71.4 degrees and the average minimum, 41.6 degrees. The sun shines an average of 293 days per year, and the average annual rainfall is about 15 inches.

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The MBA Program at Santa Clara

PROFESSIONAL ORIENTATION

The MBA program at Santa Clara University was the first accredited graduate business program designed to meet the needs and concerns of working professionals. To allow students to pursue their MBA while continuing their career, all courses are available in the evening. There is also a selected course of study during the day. The curriculum blends theoretical concepts with practical applications, enriched by faculty engaged in state-of-the-art research and students who deal daily with on-line organizational concerns. The School is committed to developing leaders with a broad business and social perspective capable of managing change in dynamic environments.

ACADEMIC STANDARDS

Santa Clara's MBA program has a reputation for quality and academic rigor. Admission standards are selective. Courses are demanding. Although the MBA degree is considered a final professional degree, we expect students are interested in receiving an *education*, not simply a piece of paper, for their time and effort. Students acquire a breadth of preparation across the functional areas of business and achieve depth through required and elective course work.

ACCREDITATION

Only 20 percent of MBA programs nationally are accredited by the American Assembly of Collegiate Schools of Business (AACSB). Santa Clara University was in the original group of MBA programs to be accredited in 1961. The AACSB is the prestigious accreditation organization that conducts in-depth reviews of business schools to assure that their curricula, faculty, and students meet the highest standards of excellence. Significant praise about all three areas was given in their most recent review of Santa Clara University's MBA program.

STUDENT BODY

There are more than 1,200 students enrolled in the MBA program. Entering students represent a variety of undergraduate and graduate fields of study.

About 34 percent have undergraduate degrees in business, 28 percent in engineering, 19 percent in the humanities and social sciences, and 19 percent in the natural sciences and other disciplines. Nearly 10 percent of entering MBA students already hold master's and doctoral degrees; 37 percent of the students are female. Most MBA students have five or more years of work experience. The average grade point average of entering MBA students is 3.2, and their average GMAT score is 580 (78th percentile). Nine percent of the students entering the program in fall 1990 were international students representing 16 countries. This blend of academic backgrounds and work experience provides opportunities for enhanced learning in and out of the classroom.

Current MBA students come from over 400 undergraduate colleges and universities across the United States. Nearly 80 percent of the MBA student body is composed of working professionals—people who work full time in area companies and take one or two courses each quarter. Over 500 organizations are represented by the student body and this list reads like a “Who’s Who” of San Francisco Bay Area companies.

ALUMNI

More than 7,000 men and women have received their MBA degrees from Santa Clara University and have achieved eminence in one of the country's most dynamic regions. Among our alumni are 435 company presidents and 625 senior corporate executives. The high regard for the Santa Clara MBA degree is also reflected in the number of San Francisco Bay Area companies that interview on campus and provide tuition reimbursement plans to encourage employees to continue their professional development.

WHAT MBA GRADUATES AND CURRENT STUDENTS SAY

Graduates

“My MBA at Santa Clara taught me to think about a business as an integrated system. Not only is this valuable in my role as CEO, but it makes our advertising recommendations to our clients better. Rather than optimizing the functional objective — advertising — they optimize the business objective.”

Agnieszka Winkler, B.A., Holy Names College; M.A., San Jose State University; MBA (1981), Santa Clara; President and CEO, Winkler McManus, San Francisco, California

“My basic engineering training did not qualify me to prepare budgets, cash flow statements, or deal with bankers. My courses at Santa Clara helped me to build an idea into my multimillion dollar business.”

Jess Kanarek, BSEE, Brooklyn Polytechnic Institute; MBA (1972), Santa Clara; President, WESCORP/DAL Industries, Inc., Mountain View, California

"A total technical academic education does not adequately prepare an individual for a role in business management. I have found the MBA Program at Santa Clara University to be a major assistance in filling this void."

Jerome Raffel, BSME, University of Illinois; MBA (1962), Santa Clara; Senior Vice President, Operations, Measurex Corporation, Cupertino, California

"The Program is thorough, current, and technically excellent. It has been a very important factor in reaching my career goals. I have obtained the academic background required to advance quickly through the financial management ranks."

Thomas Archer, B.S., MBA (1976), Santa Clara; President, Tracor MB Associates, San Ramon, California

"Because the majority of Santa Clara MBA students are already employed in the business environment, the Program tempers the academic orientation with a valuable practical perspective."

Elaine Erickson, B.A., University of British Columbia; MBA (1981), Santa Clara; Accountant, Arthur Andersen and Co., San Jose, California

"My Santa Clara experience has provided me with a wide range of business models and concepts, but more importantly, it has improved my leadership skills by giving me the opportunity to work and compete with some of the brightest young minds in the area."

Ty Greaves, B.A. University of California-Berkeley; MBA (1987), Santa Clara; Applications Engineer/Proposal Manager, Teledyne CME, Santa Clara, California

"The list of professors at Santa Clara and their accomplishments are remarkable. Even more remarkable is that they are available to students. The luxury of discussing business issues with faculty, rather than graduate assistants, is incomparable at SCU."

Laine Clifford, B.A. San Jose State University, MBA (1986), Santa Clara; Marketing Representative, IBM, San Francisco, California

"Santa Clara holds a very special place in my heart for many reasons. An important aspect of Santa Clara that often gets overlooked is the unique networking opportunity it provides. Fellow students often provide contacts that are invaluable. My MBA degree has opened doors for me that would otherwise not have been open to an elementary school teacher with an English degree, nor would I have been successful without the frame of reference and business perspective that I gained from Santa Clara."

Cheryl Breetwor, MBA (1978), Santa Clara; Founder/CEO, ShareData, Sunnyvale, California

Current Students

“One of the most attractive aspects of the Santa Clara University MBA program is the flexibility it allows me in being able to maintain a full-time job during the day and continue to pursue my education in the evenings. The program is structured to allow the working professional the most flexibility in obtaining a meaningful business degree without seriously impacting his/her career. The program doesn’t just provide you with a rubber stamp, but instead instills a new way of looking at problems and executing solutions.”

Robert Marshall, Hewlett-Packard

“The MBA program at Santa Clara University is a very exciting and challenging one. Most of the students work full time, so real and practical examples are always brought up in discussions. Things that I learn in class can be applied to work the following day.”

Lori Staples, Syva Company

“I really like the sense of camaraderie among the students. Students are always willing to help each other. The diverse backgrounds of the students and faculty make for interesting and stimulating discussions.”

Laurie Smoot, Full-time Student

“All of the classes that I have taken so far have had very strong moral and ethical themes. They have brought to my attention aspects of morals and ethics that I would not have experienced in my day-to-day working environment.”

Robert Craighead, Varian Associates

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Admissions

GENERAL REQUIREMENTS

Applicants for admission to the MBA program must have received a baccalaureate degree from an accredited college or university before registering in the Leavey School of Business and Administration. No specific pre-business courses are required.

COMMITMENT TO EXCELLENCE THROUGH DIVERSITY

The Leavey School of Business and Administration actively shares the University's *commitment to excellence through diversity*. We are dedicated to increasing the ethnic and cultural diversity of our student and faculty community and to activities and actions that will lead to a more just and humane society. We strongly encourage applications from students with nontraditional backgrounds in conjunction with high potential and aptitude. We will strive to find the financial resources needed to attract and retain students who will enable us to better demonstrate our commitment to diversity.

COMPLETING AN APPLICATION FILE

Students are admitted in the fall, winter, spring, and summer quarters. Application forms and instructions are available from the MBA Office. The applicant must complete and submit *all* the following items requested in the MBA Application Package before the Admissions Committee will make an acceptance decision.

1. Two copies of the Application Form
2. Two confidential Letters of Recommendation Forms
3. Two official transcripts from each institution attended
4. Graduate Management Aptitude Test (GMAT) score
5. Scores from the Test of English as a Foreign Language (TOEFL) and Test of Written English (TWE) (if applicable)
6. \$55 application fee (\$75 for international students)

Applicants must have their official GMAT score reports sent directly to the MBA Admissions Committee. GMAT applications are available from the Leavey School of Business and Administration or from the Educational Testing Service, Box 966, Princeton, NJ 08541.

Applicants whose first language is not English must take the TOEFL and request that scores be sent directly to the MBA Admissions Committee. A minimum TOEFL score of 580 is required. In addition, students taking the TOEFL must take the Test of Written English (TWE). A minimum score of 4 is required.

Foreign-born applicants requesting student visas must submit a financial statement showing adequate funds for tuition, fees, and living expenses for the entire program. In order to receive Immigration Form I-20, an applicant must be enrolled in at least 9 units per quarter.

All application materials must be assembled and submitted (except GMAT and TOEFL scores) in one complete package. This ensures the applicant that all application materials have been completed and reduces the chance of materials being lost or delayed. Applications will not be considered until all materials are received by the MBA Admissions Committee.

The completed Application Package should be addressed to MBA Admissions Committee, Leavey School of Business and Administration, Santa Clara University, Santa Clara, CA 95053 (408-554-4500). FAX (408-554-4571) is available for correspondence only. Do not FAX completed application materials.

APPLICATION DEADLINES

Admissions decisions are made on a rolling basis. Applicants may be admitted to begin study in the fall, winter, spring, or summer quarter. The complete Application Package should be received as early as possible, preferably ten weeks prior to the date of registration, for the student to be considered for a place in the desired class.

ADMISSIONS DECISION

Applicants are admitted on the basis of academic ability indicated by college records and GMAT scores, demonstrated management potential (including work experience and recommendations), and motivation to complete a demanding academic program.

CONDITIONAL ACCEPTANCE

The MBA Admissions Committee may offer a candidate a *conditional acceptance*. Generally, this acceptance is offered pending receipt of additional information, such as official notice that the baccalaureate degree has been awarded or further evidence of academic capabilities, such as performance in graduate-level course work. Students admitted with conditional acceptances will be notified as to the specific terms and requirements of their acceptance and continuation in the program.

DEFERRING ADMISSION

Candidates admitted to the MBA program may request permission to defer their admission to a subsequent term. These deferments are granted if the candidate's record merits the deferment, and if the student notifies the MBA Admissions Committee at least two weeks prior to the candidate's initial registration date. Candidates will be given a deferment of up to two quarters beyond that for which they were originally accepted. Otherwise, they must formally reapply. Official transcripts of course work taken in the interim must be submitted for review prior to the first quarter of enrollment.

REQUEST FOR RECONSIDERATION

Applicants who are denied admission may request reconsideration for that quarter only by submitting additional information (for example, new GMAT scores, additional recommendations, etc.) and a \$30 reconsideration fee.

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Financial Information

TUITION AND FEES

MBA tuition, per quarter unit	\$295.00
(most classes: 3 units)	
Agribusiness tuition, per quarter unit	306.00
Registration fee.....	12.00
This nonrefundable fee is payable each quarter of registration regardless of the number of units for which the student is registered.	
Late payment fee.....	75.00
Course drop fee (per course).....	10.00
MBA Student Association membership dues	7.00
This nonrefundable fee is payable each quarter of registration regardless of the number of units for which the student is registered.	

METHOD OF PAYMENT

Tuition and fees are billed to the student. Students must pay the bill by the specified due date or face a fine and being withdrawn from classes.

Students who have unpaid accounts at the University or who defer payment without signed approval are subject to dismissal from the University and, as long as such accounts are outstanding, will not receive academic transcripts or diplomas. Remittances should be made payable to Santa Clara University and mailed to P.O. Box 44783, San Francisco, CA 94144-4783. Inquiries regarding account status should be directed to the Student Accounts Office (408-554-4412).

Several tuition plans administered by outside financing agencies are available. Those who plan to avail themselves of one of these plans should request information from the Student Accounts Office at least three months prior to registration.

OTHER FEES

Application fee (\$75 for international students).....	\$55.00
This nonrefundable fee is to be sent with each new application form.	
Computer lab fee (selected courses).....	30.00
Parking permits (per year).....	40.00
Parking permits (per quarter).....	20.00
Late registration fee.....	30.00
Diploma and graduation fee	50.00
Payable in quarter in which degree is granted.	
Transcript of grades fee (per copy)	2.50
Transcript of grades fee (rush process)	7.50
Deferment service fee	50.00
Late submission of petition to graduate fee.....	2.00
(per day, \$50 maximum)	
Returned check fee.....	10.00
Equivalency examination fee, per examination.....	40.00
Application reconsideration fee.....	30.00

TUITION REFUND POLICY

Fall, Winter, Spring Quarters The date on which written notification of withdrawal is received by the MBA Office will be the effective date on which any refund of tuition will be determined, not the last date of attendance by the student.

Students may formally withdraw from class up to and including seven calendar days from the start of the quarter and receive a 100 percent refund of tuition, less a \$10 fee for each class dropped. The start of the quarter is considered to be the first date on which instruction begins.

Students who formally withdraw from a class after the first week of the quarter may receive a refund of tuition according to the following schedule:

Withdrawal during the second week of the quarter.....	50%
Withdrawal during the third week of the quarter.....	25%

No refunds will be authorized after the third week of the quarter.

Summer Quarter Students who formally withdraw from a class during summer quarter may receive a refund of tuition according to the following schedule:

Withdrawal during the first week of the quarter	100%
less drop fee	

Withdrawal during the second week of the quarter..... 50%

No refunds will be authorized after the second week of the quarter.

Any Quarter No refunds will be made by virtue of curtailment of services brought about as a result of strikes, acts of God, civil insurrection, riots or the threat thereof, or other causes beyond the control of the University.

Refund checks for approved graduate course withdrawal are issued by the Student Accounts Office. Any student who qualifies for a refund must request it from the Student Accounts Office.

Note: *All fees, charges, and refund schedules stated in this bulletin are subject to change without prior notice.*

FINANCIAL AID

Financial assistance for MBA students is available. Scholarships and grants are administered primarily by the Leavey School of Business and Administration. Student loan programs and other state or federal grants (except veterans' assistance) and the College Work-Study program are administered by Student Financial Services, Financial Aid Office (408-554-4505).

Students need not be admitted to the University before applying for financial aid. However, no offer of assistance will be made before a student is admitted.

Scholarships

Financial assistance is generally available to graduate business students who have good academic records and can show financial need. Most financial aid covers partial tuition only and is in the form of MBA project assistantships, which require working on administrative and/or research tasks for the school.

The Leavey School of Business and Administration also administers funds that provide assistance for minority students and for MBA students with extenuating circumstances.

Detailed information and application forms can be obtained from the Office of the Director of Graduate Education, Leavey School of Business and Administration (408-554-4304).

Loans

Since scholarships and grants are limited, students often seek loans to help meet educational costs. MBA students may qualify on the same basis as other students at the University through the Financial Aid Office. Among those available are Perkins Loans, Stafford Loans, and Supplemental Loans to Students (SLS). Application forms and further information may be obtained from the Financial Aid Office.

College Work-Study Program

MBA students may qualify for the Work-Study Program on the same basis as other students at the University. Further information is available from the Financial Aid Office.

Deadlines

The Financial Aid Office has established deadlines for consideration for the various programs it administers. All students requesting financial aid from the University should contact the Financial Aid Office at the earliest possible date and request specific deadline information and appropriate application materials. Files completed later than February 1 for new recipients and May 1 for current recipients will be placed on a waiting list and will receive consideration on a funds-available basis.

Applications for scholarships and grants administered by the Leavey School of Business and Administration have the following deadlines:

Fall quarter	July 1
Winter quarter	November 1
Spring quarter	February 1
Summer quarter	April 15

Veterans and Veterans' Dependents Assistance

Santa Clara University is listed by the Veterans Administration as qualified to receive students under Chapter 35 (veterans' dependents—son or daughter with parent deceased or 100 percent disabled, widow of any person who died in the service or died of a service-connected disability, or wife of a veteran with a 100 percent service-connected disability); Chapter 31 (rehabilitation); Chapter 30 (active duty Montgomery G.I. Bill); Chapter 34 (old G.I. Bill); and Chapter 32 (Post-Vietnam Era Veterans' Educational Assistance Program [VEAP]). Those interested in attending under any of these chapters should contact the Veterans Administration Office in their locality to determine eligibility for benefits.

The state of California provides a program for children of veterans who are deceased or disabled from service-connected causes. Application should be made to the California Department of Veterans Affairs, 350 McAllister Street, San Francisco, CA 94102.

Information regarding these programs may be obtained from the Santa Clara University veterans' counselor in the Student Records Office.

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Academic Information

STUDENT RECORDS

The University policy relating to student records complies with the Family Educational Rights and Privacy Act of 1974 (Buckley Amendment). Accordingly, the University may release “directory information” to any person on request, unless a student requests in writing that directory information be kept confidential. Directory information is designated as follows:

1. Student’s name
2. Sex
3. Address (campus, local and/or permanent)
4. Telephone number
5. Date and place of birth
6. Major field of study, classification, dates of attendance, degrees, and honors received
7. Most recent previous educational institution attended
8. Participation in officially recognized activities, including intercollegiate athletics
9. Name, height, and weight of participants on intercollegiate athletic teams

During fall registration and throughout the academic year, students may request in writing, through the Student Records Office, that directory information be kept confidential. Once filed, the request remains in effect only for the remainder of that academic year and must be refiled annually, if desired.

Certain records are excluded by law from inspection, specifically those created or maintained by a physician, psychiatrist, or psychologist in connection with the treatment or counseling of a student. A Parents’ Confidential Statement of the College Scholarship Service is also excluded by law from inspection. Third parties shall not have access to educational records or other information pertaining to students without the written consent of the particular student about whom the information is sought.

Students may inspect their records at the following locations:

- Official academic records, including application forms, admissions transcripts, letters of acceptance, and a student’s permanent academic record are on file and maintained in the Student Records Office.
- Working academic files are also maintained by the MBA Office.

- Records relating to a student's financial status with the University are maintained in the various student financial services offices.

Student complaints regarding academic records may be directed to the Director of Graduate Education, Leavey School of Business and Administration.

Students having questions regarding the policy on the privacy of records should contact the University registrar (Walsh Administration Building).

ACADEMIC REGULATIONS

Academic Standing

To qualify for the MBA degree, a student must maintain an overall grade point average of at least 3.0 in all work taken in the Leavey School of Business and Administration. A C grade is considered a minimum passing grade in each course. A D or F grade is considered a failing grade, and the units will not be counted toward graduation requirements; such grades, however, will be included in the calculation of grade point average.

If, at any time, a student's cumulative grade point average falls below 3.0, the student will be placed on probation. Once placed on probation in this manner, the student must raise his/her cumulative grade point average to the 3.0 level in the next quarter of attendance. Otherwise, the student will be disqualified from the MBA program. The 3.0 GPA requirement does not apply to students admitted prior to fall quarter 1990.

Grading

The grading system is as follows:

A	= 4.0	C	= 2.0
A-	= 3.7	C-	= 1.7
B+	= 3.3	D+	= 1.3
B	= 3.0	D	= 1.0
B-	= 2.7	D-	= 0.7
C+	= 2.3	F	= 0.0

The A grade indicates distinguished performance and competence; the A- and B+ ranges indicate excellent performance and competence; and a B grade demonstrates work meeting high academic and professional standards. Grades in the B- and C+ ranges are given for acceptable performance levels in a particular course, but are insufficient for meeting overall performance requirements. A C grade is the minimal passing grade. Grades of D and F are given for performance that insufficiently demonstrates academic and professional competence. Independent study courses are generally graded pass/not pass (P/NP) and are not calculated into a student's grade point average.

Completion Requirements

The maximum amount of time a student may remain in the MBA program without completing the degree requirements is six years, including leaves of absence.

Incompletes

A student may receive an incomplete (I) if some essential portion of the course work remains unfinished after the final examination. An incomplete becomes a failure (F) unless the unfinished work is completed to the satisfaction of the instructor within four weeks after the beginning of the next scheduled quarter (not including the summer quarter) whether or not the student is registered during that quarter.

Withdrawals

Students may withdraw from courses two weeks prior to the date on which final examinations begin without faculty approval. After that date, the student must get written approval from the instructor. (See Tuition Refund Policy, pages 25–26.)

When a student withdraws from the University or from a course, a petition form must be submitted to the MBA Office of the Leavey School of Business and Administration.

Withdrawal from the University is not officially complete until the student clears all financial obligations with the Student Accounts Office. Students on deferments or Perkins Loans must also clear their financial obligations with the Credit and Collection Office. Refund checks for approved graduate course withdrawal are issued by the Student Accounts Office. This disbursement is requested by contacting that office. Allow at least two weeks after the add/drop period for processing. (See Tuition Refund Policy.)

Leaves of Absence

All students who do not register during any quarter of the academic year will be placed on the inactive list unless they are given leaves of absence.

A leave of absence will be granted only for a specified period of time and normally not more than one year. If the approved period for the leave of absence is exceeded and the MBA Office is not contacted to request an extension, the student must reapply to the program and will be considered for readmission as a new applicant.

Readmittance

A student who does not register for any quarter and does not apply for a leave of absence will be placed on the inactive list. When a student is placed on the inactive list, an application for admission accompanied by a reapplication fee of \$40 must be submitted. The student will then be considered for readmission on the same basis as a new applicant. The applicant will also be required to

fulfill any additional requirements that the Leavey School may adopt during the interim period between registrations.

If the student has attended another school, all transcripts must be sent to the MBA Admissions Committee, Leavey School of Business and Administration, Santa Clara University, Santa Clara, CA 95053. All course work taken in the interim must be satisfactorily completed, and the student must be in good standing in order to be considered for readmission.

Concurrent Enrollment

A student in the MBA program generally will not be allowed concurrent enrollment in Santa Clara University's other academic programs or at any other university. Two exceptions are the J.D.–MBA Combined Degree program and courses taken elsewhere to obtain college algebra proficiency. Other exceptions require prior approval of the MBA Committee.

Petitions and Grievances

Requests for exceptions to Leavey School of Business and Administration policies must be made by petition in writing and submitted to the MBA Office. Student grievances regarding courses and policies should be directed to the Director of Graduate Education, 225 Kenna Hall.

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MBA Curriculum

The MBA curriculum is designed to develop leaders with a broad business and social perspective capable of managing change in dynamic environments. Students are provided breadth of functional understanding by course work in accounting, economics, finance, management, marketing, and decision and information sciences and depth by concentrating electives in a particular functional or technical discipline. Depending on prior academic work, a student must complete 14 to 23 courses to receive the MBA degree. The curriculum is shown in Chart I (page 39).

PREREQUISITES

Students are responsible for assuring that they have all the prerequisites for a given course before registering. Prerequisites for each course are listed in the appropriate course descriptions in this bulletin, with the exception of courses taken as electives, which require completion of all the tool courses as prerequisites. Students registering for courses without the necessary prerequisites will be required to take the course prerequisites before graduating. Graduation will not be approved until all prerequisites have been met.

MBA ORIENTATION PROGRAM

The MBA Orientation program is a stimulating, highly interactive introduction to the campus, curriculum, faculty, and one's new colleagues. This all-day event builds a sense of camaraderie, focuses on teamwork and leadership experiences, and provides answers to many of the nitty-gritty issues to getting started as an MBA student. Among the program objectives are to

- provide an overview of the MBA program, particularly curriculum planning, course registration, equivalency exams, and general administrative procedures;
- initiate and build a sense of collegiality and esprit de corps among entering students;
- enhance appreciation for and skills in teamwork and leadership;
- acquaint and sensitize students (and their significant others, where appropriate) about the rigors and demands of the MBA program.

The MBA Orientation program is *required* for *all* entering MBA students. Orientation consists of a *one-day* Saturday session (9:00 a.m. to 8:00 p.m.). Students must attend one of the two orientations scheduled for the 1991–92 academic year. Students *entering* the MBA program in either summer or fall quarters 1991 are expected to attend the orientation on *Saturday, August 24, 1991*; students *entering* the program in either the winter or spring quarters 1992 are expected to attend the orientation on *Saturday, March 21, 1992*. Participation in the orientation program must be completed prior to enrollment in any of the “required courses” listed in the catalog or any of the International Business courses.

WORKSHOPS AND SPEAKERS

Periodically throughout the academic year, a series of noncredit workshops and seminars are offered to MBA students. These cover numerous skills and competencies—for example, effective presentations and data base management programs—and topics of career and professional interest, such as starting a small business and investing in stocks and bonds. In addition, various executives and public officials come to campus and to individual classrooms to share their experiences and insights.

At the beginning of each quarter, a prominent and distinguished practitioner presents the Leavey Lecture. The Leavey Lecture, designed to kick off the new quarter, is open to all students. Its speakers address issues of current concern and interest. Past Leavey Lecturers have included Dr. Rosabeth Kanter (Harvard University), Robert J. Kohler (Vice President and General Manager, TRW Avionics and Surveillance Group), Mike McCaskey (President, Chicago Bears), Lewis Coleman (Executive Vice President, Bank of America), and John Lewis (Chairman and CEO, Amdahl Corporation).

ELECTIVES

Students are required to take four electives (12 units). Any course offered in conjunction with the MBA program with the exception of those otherwise required or waived is considered an elective. Unless special permission has been granted, a student may not register for elective courses until all of the tool courses have been completed or waived. ***No more than three of the four electives can be taken in any one department.***

Students who have previously completed graduate courses that are acceptable to the MBA Committee may be granted up to 6 units of elective credit.

A student may elect to register for independent study (ACTG 298, DISC 298, ECON 298, FNCE 298, MGMT 298, or MKTG 298) to fulfill an elective requirement. Only one independent study course is permitted during the program. To apply for permission to do an independent study, students should prepare a complete proposal well in advance of the quarter in which they wish to register for the study. The complete proposal must be reviewed and signed by a full-time faculty member who thereby agrees to supervise and evaluate the study. The proposal will then be reviewed by the department chair who, if in agreement, will sign the proposal. The director of graduate education provides

the final review. A signed copy of the proposal must be on file in the MBA Office before registration.

AUDITING UNDERGRADUATE COURSES

MBA students may audit undergraduate courses, including foreign languages, on a space-available basis. For more information and fees, contact the MBA Office.

AN INTERNATIONAL PERSPECTIVE

The Santa Clara MBA program recognizes the increasing importance of obtaining an international perspective on business and society. Students are exposed to multinational business issues and multicultural viewpoints in many of the tool and required courses. At least one course focusing on functional issues from an international vantage point is required of all students. Every department offers at least one such course in its curriculum. Students may also select a concentration in international business, exploring not only functional issues within a global perspective, but examining cross-disciplinary international issues as well. Finally, the Leavey School of Business and Administration actively participates with a consortium of leading business schools in Western Europe to exchange students and faculty. A long-standing relationship exists with the Ecolé Supérieure de Commerce in Rouen, France (the 1992 international gateway to Britain and the European community).

CONCENTRATIONS

Although Santa Clara University's MBA program has a general manager's perspective, students may also use their choice of electives to select a concentrated emphasis by function, discipline, industry, or problem. There are many such possibilities given the four (4) electives required in the program, which must be taken across at least two (2) departments.

Listed below are concentrations recommended by the faculty.

Concentration in Organizational Analysis

In addition to MGMT 260 (Management I: Organization and Management), MGMT 268 (Management II: Organizational Behavior), and MGMT 265 (Legal, Social, and Political Environment of Business), students would complete any three (3) of the following Management electives:

- MGMT 261 (Social Psychology of Leadership)
- MGMT 263 (Managerial Decision-making and Problem-solving)
- MGMT 271 (Managing Innovation and Technology)
- MGMT 273 (Advanced Seminar in Organizational Behavior)

AND any one (1) of the following electives:

- IDIS 212 (Management of the High-Technology Firm Seminar)

MKTG 279 (Small Business Entrepreneurship)

Concentration in Innovation and Managing Change

In addition to MGMT 260 (Management I: Organization and Management), MGMT 268 (Management II: Organizational Behavior), and MGMT 265 (Legal, Social, and Political Environment of Business), students would complete the following electives:

MGMT 263 (Managerial Decision-making and Problem-solving)

MGMT 271 (Managing Innovation and Technology)

MGMT 273 (Advanced Seminar in Organizational Behavior: Managing Teams and Projects)

IDIS 212 (Management of the High-Technology Firm Seminar)

Concentration in Economics

In addition to ECON 232 (Analysis of Economic Conditions I) and ECON 231 (Economic Analysis for Business Decisions I), students would complete any three (3) of the following Economics electives:

ECON 233 (Analysis of Economic Conditions II)

ECON 235 (Urban Economics)

ECON 237 (Economic Analysis for Business Decisions II)

ECON 240 (Technology and the Modern Business Enterprise)

ECON 241 (Money and the Economy)

ECON 242 (International Economics)

ECON 243 (Industrial Organization)

ECON 246 (Business and Economic Forecasting)

ECON 252 (Negotiations, Business Strategy, and the Theory of Games)

AND any one (1) of the following electives:

ACTG 225 (Seminar in Financial Accounting Theory)

DISC 209 (Advanced Production Management)

MKTG 283 (Buyer Behavior)

FNCE 254 (International Financial Management)

FNCE 255 (Real Estate Finance)

Concentration in Production Management

In addition to DISC 295 (Introduction to Computers), DISC 201 (Decision Science), and DISC 208 (Production Management), students would complete the following Decision and Information Sciences electives:

DISC 206 (Computer Simulation Modeling)

DISC 209 (Advanced Production Management)

DISC 210 (Seminar in Manufacturing Management)

AND any one (1) of the following electives:

ACTG 227 (Planning, Budgeting, and Control)
ECON 237 (Economic Analysis for Business Decisions II)
MGMT 271 (Managing Innovation and Technology)
MGMT 273 (Advanced Seminar in Organizational Behavior: Managing Teams and Projects)

Concentration in Information Systems

In addition to DISC 295 (Introduction to Computers), DISC 201 (Decision Science), and DISC 207 (Management Information Systems), students would complete any three (3) of the following Decision and Information Sciences electives:

DISC 206 (Computer Simulation Modeling)
DISC 291 (Systems Analysis and Design)
DISC 294 (Artificial Intelligence)
DISC 297 (Data Base Management Systems)

AND any one (1) of the following electives:

MKTG 292 (Marketing Information Systems)
MGMT 271 (Managing Innovation and Technology)

Concentration(s) in Finance

In addition to FNCE 245 (Financial Management I) and FNCE 246 (Financial Management II), students would complete the following three (3) Finance electives for a *Concentration in Banking*:

FNCE 247 (Money and Capital Markets)
FNCE 250 (Bank Simulation)
FNCE 256 (Management of Financial Institutions)

OR the following three (3) Finance electives for a *Concentration in Investments*:

FNCE 249 (Investments I)
FNCE 255 (Real Estate Finance)
FNCE 257 (Investments II)

In addition, students may select any three (3) of the Finance courses listed above or those listed below for a general *Concentration in Financial Analysis*:

FNCE 251 (International Monetary and Financial Relations)
FNCE 254 (International Financial Management)

AND any one (1) of the following electives for any of the above Finance concentrations:

ACTG 250 (Financial Statement Analysis)
DISC 291 (Systems Analysis and Design)
ECON 237 (Economic Analysis for Business Decisions II)

ECON 241 (Money and the Economy)
 ECON 242 (International Economics)
 ECON 246 (Business and Economic Forecasting)

Concentration in Marketing Research

In addition to MKTG 280 (Marketing Management I) and either MKTG 282 (Marketing Management II) or MKTG 291 (Industrial Marketing), students would complete the following electives:

MKTG 288 (Concepts and Techniques in Marketing Research)
 MKTG 292 (Marketing Information Systems)
 ECON 246 (Business and Economic Forecasting)

AND any one (1) of the following electives:

DISC 206 (Computer Simulation Modeling)
 DISC 291 (Systems Analysis and Design)
 DISC 297 (Data Base Management Systems)

Concentration in Marketing

In addition to MKTG 280 (Marketing Management I) and either MKTG 282 (Marketing Management II) or MKTG 291 (Industrial Marketing), students would complete any three (3) of the following Marketing electives:

MKTG 276 (Services Marketing)
 MKTG 277 (Product Market Planning and Strategy)
 MKTG 283 (Buyer Behavior)
 MKTG 284 (Advertising Management)
 MKTG 285 (Sales Management)
 MKTG 288 (Concepts and Techniques in Market Research)
 MKTG 292 (Marketing Information Systems)

AND any one (1) of the following electives:

MGMT 261 (Social Psychology of Leadership)
 MGMT 263 (Managerial Decision-making and Problem-solving)
 MGMT 271 (Managing Innovation and Technology)
 ECON 246 (Business and Economic Forecasting)
 ACTG 227 (Planning, Budgeting, and Control)

Concentration in International Business

In addition to the one (1) international course required of everyone in the MBA program, students would complete any four (4) of the following International Business electives:

ACTG 253 (Seminar in International Accounting)
 ECON 242 (International Economics)

FNCE 251 (International Monetary and Financial Relations)
FNCE 254 (International Financial Management)
MGMT 270 (International Management)
MKTG 278 (International Marketing)

CONCENTRATION IN ACCOUNTING

The special *Concentration in Accounting* prepares students for careers in accounting and provides basic conceptual knowledge of accounting and appreciation for the nature, limitations, interpretations, and uses of financial information. Additional course work, beyond that in the required MBA curriculum, is necessary for this concentration. Completion of the *Concentration in Accounting* will be certified on the student's official transcripts. Students interested in this concentration should consult an adviser in the Accounting Department. Completion of the concentration may not fulfill state licensing requirements for a CPA certificate.

The *Concentration in Accounting* requires completion of the following accounting courses:

ACTG 218 (Managerial Cost Accounting)
ACTG 219 (Corporate Accounting I)
ACTG 220 (Corporate Accounting II)
ACTG 223 (Taxation I)
ACTG 225 (Seminar in Financial Accounting Theory)
ACTG 231 (Auditing I)

Students preparing for courses in public accounting should also take ACTG 224 (Taxation II).

CAPSTONE COURSE

A Capstone Course is required of every MBA student. Most students take MGMT 266 (Business Policy) or IDIS 266 (Business Policy in High-Technology Firms) as their Capstone Course.

In exceptional circumstances, a student may substitute a master's thesis for the Capstone Course. To meet the business policy emphasis, theses ordinarily focus on business strategy issues integratively, drawing on various business fields. Theses will be graded pass/not pass.

To apply for permission to write a thesis, students should prepare a complete proposal well in advance of the quarter in which they wish to register for the thesis. The complete proposal must be reviewed and signed by a full-time faculty member who thereby agrees to supervise and evaluate the thesis. Then the proposal will be reviewed by the department chair who, if in agreement, will sign the proposal. The director of graduate education provides the final review. A signed copy of the proposal must be on file in the MBA Office before registration.

I. CURRICULUM COURSES

COURSE CATEGORY	COURSE NUMBER	COURSE TITLE	UNITS	PREREQUISITES
Waivable Tool Courses	DISC 293	Mathematical Analysis	3	College algebra proficiency
	ECON 232	Analysis of Economic Conditions I	3	College algebra proficiency
	ACTG 216	Financial Accounting	3	None
	ACTG 217	Managerial Accounting	3	ACTG 216
	DISC 200	Statistical Methods	4	DISC 293
	DISC 201	Decision Science	3	DISC 293 & 200
	DISC 295	Introduction to Computers	3	College algebra proficiency
	MGMT 260	Management I: Organization and Management	3	None
Required Courses	MGMT 265	Legal, Social, and Political Environment of Business	3	None
	DISC 208	Production Management	3	DISC 200 & 201
	MKTG 280	Marketing Management I	3	None
	FNCE 245	Financial Management I	3	DISC 200 & ACTG 216
	ECON 231	Economic Analysis for Business Decisions I	3	DISC 293 & 200
	DISC 207	Management Information Systems	3	DISC 295
	MGMT 268	Management II: Organizational Behavior	3	MGMT 260
	FNCE 246	Financial Management II	3	FNCE 245
	One of the following two:			
	MKTG 282	Marketing Management II	3	MKTG 280
	MKTG 291	Industrial Marketing	3	MKTG 280
	Any one of the following six:			
	MKTG 278	International Marketing	3	MKTG 280
	MGMT 270	International Management	3	MGMT 268
	FNCE 251	International Monetary and Financial Relations	3	FNCE 245
	FNCE 254	International Financial Management	3	FNCE 245
	ECON 242	International Economics	3	ECON 231 & 232
	ACTG 253	Seminar in International Accounting	3	ACTG 216 & 217, FNCE 245
Electives	Any four courses offered in conjunction with the MBA program with the exception of those otherwise required or waived. Only three can be in one department.		12	Completion of all tool courses and required prerequisites
Capstone Course	MGMT 266 or IDIS 266	Business Policy Business Policy in High-Technology Firms	3	ECON 232, DISC 208, FNCE 246, marketing core; taken in final two quarters

COURSE WAIVERS

The MBA Committee, in consultation with department chairs, assesses the candidate's previous academic record and informs the candidate of this evaluation in the acceptance letter. The equivalency rules used in this and all subsequent evaluations are summarized in Chart II (pages 41–42). This initial evaluation may be challenged by the student through a written petition accompanied by documentation, e.g., course syllabi, catalogs, lists of required texts, etc., or by passing the appropriate equivalency examination. A grade of B or better in all prior course work is required in order to waive courses. Relevant courses must have been completed within six years prior to acceptance in the MBA program.

Petitions for course waivers must be filed no later than five weeks before the beginning of the student's third term in residence. The committee's ruling is final unless new information is provided. Thus, by the beginning of the student's third term in residence, the student will have an approved program of study. Conditions for waivers vary for tool and required courses, as explained below.

Waivers of Tool Courses

Any of the tool courses may be waived for students with equivalent academic work completed in the past six years with a grade of B or better or who pass the corresponding equivalency examination.

Equivalency examinations are scheduled and administered before the beginning of each term. A student may take the equivalency examination only once for a given course. Students will not be permitted to retake an examination. Equivalency examinations must be completed before the student's third term in residence.

Students with college algebra proficiency, as determined by the MBA Committee or equivalency examination, are required to take Mathematical Analysis (DISC 293). Those deemed not proficient in algebra must complete this requirement prior to the third quarter in residence, or they will be withdrawn from the MBA program until they complete this requirement. They can demonstrate proficiency by completing, with a grade of B or better, an acceptable course at another university or community college or by passing the College Algebra Equivalency Examination. After demonstrating algebra proficiency, students will be required to complete DISC 293.

Waivers of Required Courses

Required courses cannot be waived, but students with academic backgrounds judged by the MBA Committee to be equivalent to any one or more of the required courses will be permitted to *substitute* other MBA courses. Regulations on substitutions are presented in the equivalency rules on pages 41–42.

II. EQUIVALENCY RULES

COURSE CATEGORY	COURSE OR PROFICIENCY	IF THE STUDENT HAS	THEN THE STUDENT MAY
Prerequisite to DISC 293	College algebra proficiency	an equivalent of 3 or more quarter units in intermediate-level college algebra or passes Algebra Equivalency Exam	enroll in DISC 293
Waivable Tool Courses	DISC 293 Mathematical Analysis	an equivalent of 3 or more quarter units with substantive coverage of differential and integral calculus or passes Calculus Equivalency Exam	waive DISC 293
	ECON 232 Analysis of Economic Conditions I	an equivalent of 1 course in intermediate-level macroeconomics or passes Economics Equivalency Exam	waive ECON 232
	ACTG 216 Financial Accounting	completed full sequence of financial accounting (minimum 6 quarter units) or passes Financial Accounting Equivalency Exam	waive ACTG 216
	ACTG 217 Managerial Accounting	completed 1 course in managerial accounting with substantive coverage of ACTG 217 material (minimum of 3 quarter units) or passes Managerial Accounting Equivalency Exam	waive ACTG 217
	DISC 200 Statistical Methods	completed 2 courses (minimum 5 quarter units) in statistics with substantive coverage of probability theory, estimation, hypothesis testing, ANOVA, and simple regression or passes Statistical Methods Equivalency Exam	waive DISC 200
	DISC 201 Decision Science	completed 1 course in management science (minimum 3 quarter units) with substantive coverage of the topics in DISC 201 or passes Decision Science Equivalency Exam	waive DISC 201
	DISC 295 Introduction to Computers	completed any course that includes dBase, Lotus (or other spreadsheet), and use of personal computer (minimum 3 quarter units) or demonstrates skills equivalent to course descriptions or passes Introduction to Computers Equivalency Exam (materials covered in DISC 295)	waive DISC 295
	MGMT 260 Management I: Organization & Management	completed 1 course (minimum 3 quarter units) with substantive coverage of organization theory or passes Management 260 Equivalency Exam	waive MGMT 260
	MGMT 265 Legal, Social, and Political Environment of Business	completed 1 course (minimum 3 quarter units) in the legal, social, political environment of business (courses in business law not acceptable), or passes Management 265 Equivalency Exam	waive MGMT 265

Note: A grade of B or better is required in all courses considered for waiver or substitution. Relevant courses must have been completed within six years prior to acceptance in the MBA program.

II. EQUIVALENCY RULES (cont.)

COURSE CATEGORY	COURSE OR PROFICIENCY	IF THE STUDENT HAS	THEN THE STUDENT IS REQUIRED TO
Required Courses	DISC 208 Production Management	completed 2 courses in production management (minimum of 6 quarter units)	substitute DISC 209 or DISC 210 for DISC 208
	MKTG 280 Marketing Management I	completed 2 courses in marketing management (minimum of 6 quarter units)	substitute an advanced marketing course for MKTG 280
	FNCE 245 Financial Management I	completed 2 courses in financial management (minimum of 6 quarter units)	substitute an advanced finance course for FNCE 245
	ECON 231 Economic Analysis for Business Decisions I	completed 1 intermediate-level microeconomics course and 1 other upper-division economics course	substitute ECON 237 or ECON 252
	DISC 207 Management Information Systems	completed 2 courses in management information systems (minimum of 6 quarter units)	substitute DISC 294 or DISC 297
	MKTG 282 Marketing Management II	an undergraduate degree from an AACSB-accredited program with a major in marketing and a GPA of 3.0–4.0 in major	substitute an advanced marketing course for MKTG 282
	MGMT 268 Management II: Organizational Management Behavior	an undergraduate degree from an AACSB-accredited program with a major in management and a GPA of 3.0–4.0 in major	substitute an advanced management course for MGMT 268
	FNCE 246 Financial Management II	an undergraduate degree from an AACSB-accredited program with a major in finance and a GPA of 3.0–4.0 in major	substitute an advanced finance course for FNCE 246
Electives	International Business	an undergraduate degree from an AACSB-accredited program with a major in international business and a GPA of 3.0–4.0 in major	substitute an elective for the International Business Core
		graduate credit in an acceptable program equivalent to 1 or more graduate electives (up to a total of 6 units)	petition for graduate credit
Note: A grade of B or better is required in all courses considered for waiver or substitution. Relevant courses must have been completed within six years prior to acceptance in the MBA program.			

GRADUATE TRANSFER CREDIT

In addition to waiving any tool course, up to 6 quarter units of graduate credit from an accredited college or university (business courses must have been completed at an AACSB-accredited school) may be transferred for either required or elective courses if the course

1. was open to graduate students only;
2. was completed by the student with the equivalent of a B or better;
3. was awarded graduate credit;
4. was completed within six years of acceptance into the MBA program; and
5. is considered by the MBA Committee to be functionally equivalent to a course or combination of courses offered by Santa Clara University's MBA program.

7

MBA Program in Agribusiness

The Institute of Agribusiness in conjunction with the Leavey School of Business and Administration offers an MBA in Agribusiness that prepares students for management positions in food and agricultural industries. This program is one of the few in the nation that combines a fully accredited MBA with an emphasis on managing agribusiness firms.

The Agribusiness MBA program parallels the regular MBA program through much of the required course work. Students receive a firm background in the functional areas of business: economics, marketing, finance, management, accounting, and decision sciences. The student also takes a group of seven or eight courses that stress the application of modern business practices to the management of agribusiness firms. The course work is enhanced by quarterly field trips, special lectures, internships, independent studies, and other activities.

ADMISSION

To be admitted to the Agribusiness program, students must follow the same procedures specified in the general MBA program (pages 21–23).

All inquiries, applications, and correspondence on admission should be directed to Director, Institute of Agribusiness, Leavey School of Business and Administration, Santa Clara University, Santa Clara, CA 95053 (408-554-4086).

CURRICULUM

The curriculum consists of three parts: courses in the six basic administration areas, agribusiness courses, and electives. The electives can be chosen from a wide range of offerings in the Leavey School of Business and Administration. Emphasis early in the program tends to be on the basic courses, which provide much of the background for the more advanced agribusiness courses; however, the study of agribusiness begins in the first quarter so that students begin to relate the basic material to their own professional interest. An Agribusiness Capstone Course integrates the course work.

Besides regularly scheduled classes, students have the opportunity to participate in independent research, internships, field trips, and faculty-conducted research.

The courses for the MBA in Agribusiness are shown on Chart III and are subject to the equivalency rules that appear on Chart II (pages 41–42).

III. AGRIBUSINESS CURRICULUM COURSES

COURSE CATEGORY	COURSE NUMBER	COURSE TITLE	UNITS
Waivable Tool Courses	DISC 200	Statistical Methods	4
	DISC 201	Decision Science	3
	DISC 293	Mathematical Analysis	3
	DISC 295	Introduction to Computers	3
	ACTG 216	Financial Accounting	3
	ACTG 217	Managerial Accounting	3
	ECON 232	Analysis of Economic Conditions I	3
	MGMT 260	Management I: Organization and Management	3
	AGRI 330*	Environment of the Agribusiness Firm	3
Required Courses	DISC 207	Management Information Systems	3
	MKTG 280	Marketing Management I	3
	FNCE 245	Financial Management I	3
	AGRI 361*	Agribusiness Production Management	3
	AGRI 370*	Agribusiness Finance	3
	AGRI 383*	Commodities and Risk Management	3
	ECON 231	Economic Analysis for Business Decisions I	3
	AGRI 380*	Agribusiness Marketing	3
International Core	Select one from		
	MKTG 278	International Marketing	3
	MGMT 270	International Management	3
	FNCE 251	International Monetary and Financial Relations	3
	FNCE 254	International Financial Management	3
	ECON 242	International Economics	3
	AGRI 381*	International Marketing of Agribusiness Products	3
Capstone Course	AGRI 371*	Strategic Agribusiness Management	3
Electives	Any four electives. Only one can be an Agribusiness course and only three can be in one field.		12

*Indicates Agribusiness offering

The required Agribusiness courses are substitutes for required courses in the regular MBA curriculum. AGRI 330 is a substitute for MGMT 265; AGRI 361, for DISC 208; AGRI 380, for MKTG 282; AGRI 370, for FNCE 246; and AGRI 371, for MGMT 266. Students cannot receive credit for both the required Agribusiness courses and the regular MBA courses for which they substitute.

8

J.D.–MBA Combined Degree Program

The J.D.–MBA Combined Degree program is designed to permit the student interested in obtaining both the J.D. degree and the MBA degree to complete both degrees in less time than if they were earned independently. This can be accomplished because certain course work taken at the School of Law can be transferred for credit toward the MBA degree, and, conversely, certain course work taken at the Leavey School of Business and Administration can be transferred toward the J.D. degree. Students who withdraw from the J.D. program will not be granted transfer credit toward the MBA degree for courses taken in the School of Law.

ADMISSION

To participate in the J.D.–MBA program, students must first be admitted to the School of Law. During the first year of the J.D. program, students complete applications for the MBA program, following the regular MBA admissions procedures, including taking the GMAT.

GENERAL REQUIREMENTS

While enrolled in the program, students must

1. satisfy the academic requirements of each school;
2. complete the same number of courses (Business) and semester units of credit (Law) as other recipients of the respective degrees, including all courses required by each school;
3. work out a specific, individualized academic program with, and approved by, both the School of Law J.D.–MBA program adviser and the Leavey School of Business and Administration J.D.–MBA program adviser.

Note: No more than two courses taken at other accredited law schools may be accepted for holders of a J.D. degree.

COMBINED CURRICULUM

With the approval of any such individualized academic program, permission may be granted to count certain specified courses for credit toward both degrees. For example, such courses might include Business Organizations (248), Securities Regulation (258), Advanced Corporations (249), and Labor Law (235) in the School of Law; Accounting 216 and 217 (Financial and Managerial Accounting), Economics 231 and 232 (Economic Analysis), and Finance 245 and 246 (Financial Management) in the Leavey School of Business and Administration. However, in no event shall any such individualized academic program contain more than 12 quarter units at the Leavey School of Business and Administration for which credit is also obtained at the School of Law, or more than 8 semester units at the School of Law for which credit is also obtained at the Leavey School of Business and Administration. (Three quarter units at the Leavey School of Business and Administration count as 2 semester units at the School of Law. Similarly, 2 semester units at the School of Law count as 3 quarter units at the Leavey School of Business and Administration.)

Under a typical schedule, students complete the program and receive both degrees in three-and-one-half or four years. The first year is spent exclusively in the School of Law. Thereafter, work is taken concurrently in the Leavey School of Business and Administration and the School of Law.

9

Career Services

The Career Services Center (CSC) assists Leavey School of Business and Administration students and alumni with career preparation and professional placement appropriate to their academic background, employment experience, and career goals. From a career management perspective, CSC assists students in setting career goals and identifying job positions that will meet these goals.

Career seminars and company presentations bring professionals from local and national firms and industries to speak on career paths and opportunities. Santa Clara University's year-round admission and completion schedule for MBAs allows on-going recruiting. Participating companies generally recruit on campus between October and May. Students who will graduate in the upcoming academic year are eligible to participate.

Career management is proactive and should involve multiple activities and sources. Employment opportunities are received daily from various sources and are available through CSC and *MBA Update*, a biweekly newsletter. These career opportunities are also posted to an electronic bulletin board via BIZNET, which students can access either from an at-home personal computer or one of the many on-campus personal computers. Also available to students and alumni is KiNexus, a computerized national data base service that facilitates the transfer of job-candidate information to subscribing employers. Data from student and alumni resumes are entered into KiNexus, which then distributes the information weekly to subscribing companies.

Workshops on career assessment, resume writing, interviewing techniques, presentation skills, and the job search are conducted throughout the year. Also available is Actual Career Experience (ACE), which provides opportunities for full-time students to gain practical work experience in their area of interest while continuing their educational program.

CSC has extended office hours to accommodate the schedules of graduate students and maintains extensive resource materials on career fields, prospective employers, company directories, job search books, etc. CSC is located across the street from the School of Business in Benson Memorial Center.

The Silicon Valley and San Francisco Bay Area business community work closely with the center to strengthen corporate relationships. The Employer Advisory Board provides direct and on-going feedback to CSC. Additionally, the CSC staff take active leadership roles in professional associations such as the Western College Placement Association, College Placement Council, and National Career Development Association. These activities keep the staff on the leading edge of the career development field.

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Executive Development Center

The Executive Development Center in the Leavey School of Business and Administration provides excellent opportunities for continuing education in business management. Each year more than 1,000 managers and executives participate in one or more of the approximately 25 educational events conducted by the Executive Development Center. Programs offered by the center include

- Executive Seminars in Corporate Excellence
- American Electronics Association–Santa Clara University Management Development Program
- Special Author's Seminar Series
- Marketing Seminar Series

In addition to public seminars and workshops, the Executive Development Center develops and conducts customized programs for local companies designed to address their special needs.

The Executive Development Center takes great care to provide quality management education in keeping with the tradition of excellence at Santa Clara University. Widely considered an innovator in the field of executive education, the center has pioneered a unique collaboration between local business leaders and forward-looking educators.

11

Business Student Organizations

BETA GAMMA SIGMA

Beta Gamma Sigma is the National Honor Society for students of business. It is analogous to the position of Phi Beta Kappa in the arts and Sigma Xi in the sciences. Election to membership is the highest scholastic honor a business student can achieve and is limited to outstanding men and women students who give promise of success in the field of business and who rank in the upper 20 percent of MBA graduates.

MBA STUDENT ASSOCIATION

The MBA Student Association is composed of students who organize and coordinate student activities. The objective of the association is to strengthen channels of communication between the students, the faculty, and the administration of the Leavey School of Business and Administration, as well as the surrounding business community.

What specifically does the MBA Student Association do?

- Invites community business leaders to speak on campus
- Organizes career development events, such as panel discussions with successful business executives from a variety of industries
- Presents MBA curriculum, marketing, and administrative policy proposals to promote improvement and growth in the MBA program
- Publishes a quarterly MBA newsletter
- Conducts MBA social events
- Sponsors the Student Consulting Group, which provides consulting for local businesses on a nonprofit basis
- Participates in community service projects and local charity activities
- Provides MBA students, through active involvement in the association, the opportunity to cultivate professional relationships, develop fundamental management and organizational skills, and interact closely with community business leaders

TOASTMASTERS

Toastmasters is a graduate business student organization that prepares individuals to speak confidently in front of groups. The organization also teaches its members the powers of persuasion and negotiation as well as leadership responsibilities. Toastmasters meets once a week, offering a friendly and supportive environment.

GRADUATE STUDENTS INTERNATIONAL CLUB

The Graduate Students International Club hosts numerous activities throughout the year. Favorite activities have included Thanksgiving international dinners, special orientation programs, dances, potluck dinners, and an international panel. The organization promotes friendship in a relaxed and casual setting.

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Facilities

ADOBE LODGE

Adobe Lodge is the oldest building on campus. Restored in 1981 to its 1822 decor, the Lodge contains a presidential dining room as well as central and private dining facilities for faculty and staff.

BENSON MEMORIAL CENTER

The Robert F. Benson Memorial Center is the hub of campus life. The Benson Center is designed to meet the various needs of students, faculty, staff, alumni, and guests and to provide an environment for the education of the whole person that continues outside the classroom. Among the many services and facilities available are the Information Desk, Game Room, Brass Rail Cafe, Benson Cafeteria, Bronco Corral, Shapell Lounge, a convenience grocery store, meeting rooms, Mission City Federal Credit Union, the bookstore, and post office. In addition, the offices of Campus Ministry, a number of offices of the Division of Student Development, and offices of student government and organizations are housed in the center.

CLASSROOM BUILDINGS

Nine classroom buildings house not only some 72 classrooms but numerous administrative offices as well. Mayer Theatre and three Fine Arts buildings also provide special classroom, rehearsal, and performance facilities.

COMPUTING FACILITIES

Santa Clara provides mainframe and personal computing facilities to support educational programs. Free noncredit short courses for both types of computers are offered periodically. Computer labs are typically open from 9:00 a.m. to midnight Monday through Friday, with hours slightly reduced on weekends.

The principal academic mainframe system is a Digital Equipment Corporation VAX-8650 running under the VMS operating system. There is also a VAX-

11/750 running under the UNIX operating system. Approximately 75 terminals, located at three centers around campus, can access either of these machines. Both systems operate 24 hours per day, and student access through dial-up ports is also available.

PCs are concentrated in three general-purpose laboratories containing 140 IBM machines and various software packages for word processing, spreadsheet and data-base applications, and programming. Each of these PCs can also function as a terminal to the VAXes. An additional 90 IBM PCs are contained in three special-purpose classrooms: the English Writing Lab, Business School PC Classroom, and Engineering PC CAD Lab. Ten PCs and two ATs are located in three smaller clusters serving the Chemistry, Mathematics, and Physics departments.

The Leavey School of Business and Administration operates an electronic mail system called BIZNET. This system operates on the University's main-frame VAX-8650 and offers an alternative channel through which to communicate with MBA students, faculty, and staff. Access is via any terminal on campus or on a personal computer with a modem from home or office.

The School of Engineering provides an advanced graphics workstation facility containing 50 Hewlett-Packard 9000 workstation computer systems with high-resolution color displays. These machines are located in two classroom facilities (20 systems each) and five engineering laboratories, and are used for computer-aided design (CAD), computer graphics, and software development by all four engineering disciplines. In addition, the School of Engineering has several 386 PCs and SUN workstations.

Most of the academic computers are connected by an Ethernet local area network (LAN) that provides high-speed communications between the various systems. The VAX-8650 is also a node on the BITNET wide-area network, providing students and faculty with electronic mail and file-transfer connections to over 3,000 nodes in the United States, Canada, Europe, Japan, and other countries around the world.

To encourage integration of computing into the curriculum in all disciplines, the University has made more than 150 IBM PCs available to faculty in every academic department.

DE SAISSET MUSEUM

The de Saisset Museum includes American, European, African, and Oriental art, as well as historically important objects from the early days of Mission Santa Clara. In addition to its permanent collection, it features special exhibitions of traditional, modern, and contemporary art.

Museum hours are Tuesday through Sunday, 11:00 a.m. to 4:00 p.m.; closed Mondays and holidays.

KIDS ON CAMPUS

Kids on Campus is the University child care and preschool center for children of students, faculty, and staff members. The center is a cooperative under the supervision of a volunteer committee of parents with a small staff of

paid employees and parent and student volunteers. It is also used occasionally by students in psychology and education courses for practicum experiences. The preschoolers benefit from a carefully developed program designed to meet their interests and to prepare them for kindergarten. Students are encouraged to visit the Kids on Campus facilities on the east side of the campus.

LEAVEY ACTIVITIES CENTER

Leavey Activities Center is a widely used extracurricular facility at Santa Clara. Since the construction of this approximately two acres of recreational space, the intramural and recreation programs have achieved 80 percent student participation and maintained a high level of interest in competition, recreation, and social activity.

Included in the center is the Toso Pavilion for basketball, as well as racquetball courts, a volleyball area, swimming pool, men's and women's locker rooms, weight training section, sauna, and steam rooms. With such facilities and activities, the Leavey Activities Center has fulfilled its design for use by students, faculty, and staff of the University. It also continues to serve as a setting for cultural and social events.

A monthly schedule of hours and activities is posted on the Leavey bulletin board. Students must present validated ID cards to an attendant upon entering.

LOUIS B. MAYER THEATRE

The 500-seat Louis B. Mayer Theatre is designed to provide the traditional proscenium stage common to most theatres, as well as an orchestra pit and thrust elevators that can be raised or lowered electrically. In a remarkably simple procedure, a wall is moved, a few seats are relocated, and the main theatre is reoriented to a new dramatic form that extends the stage into the auditorium so that the audience surrounds the action on three sides.

Mayer Theatre also has a special floor constructed for dance, as well as a large movie screen and film projector.

The Fess Parker Studio Theatre, housed within the Mayer Theatre complex, has no fixed stage or seating. Its "black box" design, complete with movable catwalks, provides superb flexibility in an experimental setting.

MISSION SANTA CLARA

Mission Church marks the historic heart of the University. Adjacent to the beautiful Mission Gardens, the Church holds regular liturgical and sacramental services and provides an open place for quiet reflection and prayer.

NOBILI HALL

Nobili Hall provides on-campus housing for the University's Jesuit community. The four-story facility, named for John Nobili, first president of the college, contains a dining area and a chapel.

MICHEL ORRADRE LIBRARY

The collections and services of the Michel Orradre Library are designed to support the University's undergraduate and graduate academic programs. The collection, which dates from the founding of Mission Santa Clara, now contains more than 525,000 volumes and more than 435,000 microforms. Currently, approximately 3,500 serial subscriptions are being received. The library is a depository for U.S. and California government documents, which number more than 300,000 publications.

Library staff at the reference and documents desks are prepared to assist students, and helpful publications and guides to the library's collections and services are always available. The Reference Department provides interlibrary loan and online database searching.

Located in the library are open reading areas, individual study carrels, and small group rooms; copy facilities for hard copies and microformats; and a personal computer laboratory.

During the academic year, the library is open 7 days a week for a total of 108 hours. Most books circulate for 15 to 21 days, but loan periods for heavily used materials on course reserve are limited to two hours or 1, 3, or 7 days.

A small branch library located in the Daly Science Center supplies services and collections for biology, chemistry, physics, and related disciplines.

RICARD MEMORIAL OBSERVATORY

Named after Father Jerome S. Ricard, S.J., Santa Clara's "Padre of the Rains" who was most famous for his "sunspot theory" of weather forecasting, the observatory now houses all of the University's audiovisual equipment and Media Services. Media Services offers downlink capabilities affording the University community the opportunity to participate in satellite broadcasts and teleconferences.

BUCK SHAW STADIUM

Built in 1962 for Santa Clara's varsity football, baseball, and soccer programs, the 10,000-seat stadium and the surrounding practice fields are the outdoor facilities for Santa Clara's highly successful intercollegiate and intramural athletic programs.

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University Religious, Social, and Cultural Life

CAMPUS MINISTRY

Campus Ministry functions as a leaven within the University community so that the Living God may be magnified in all people: students, staff, faculty, and alumni. In keeping with the Jesuit tradition of developing the person, and with the ideal that all of us be people for others, Campus Ministry seeks to facilitate growth in individuals and the community by its presence, programs, and services.

The Campus Ministry staff reflects the reality of the Church today: a team of men and women—lay, religious, and clergy—who encourage all members of this community to deepen their religious commitment in “the service of faith, of which the promotion of justice is an absolute requirement” (Decree 4, 32nd General Congregation of the Society of Jesus).

To attain this vision, Campus Ministry offers the University community a variety of programs: liturgies and other sacramental celebrations, retreats, counseling and spiritual direction, educational forums, interfaith sharing and Bible studies. We collaborate with all segments of the community in the planning and carrying out of our programs.

STUDENT LIFE

The following sections describe various aspects of student life and services. The *Student Handbook*, which may be obtained from the Office of the Vice President for Student Development, provides more detailed information.

Athletics

The University maintains a well-balanced program of intercollegiate, instructional, and intramural athletics.

Intercollegiate competition for men is conducted in football, basketball, baseball, tennis, water polo, golf, soccer, crew, bowling, cross-country, boxing, volleyball, lacrosse, and rugby. Intercollegiate competition for women is conducted in volleyball, basketball, softball, tennis, cross-country, soccer, crew, golf, and bowling. All of the participants in these sports compete against opponents of recognized national standing.

The University is a member of the National Collegiate Athletic Association, West Coast Conference, and Western Football Conference.

STUDENT RESOURCES AND SERVICES

Listed below are the many service centers established to meet the needs of students. Each center provides a variety of programs to encourage personal growth.

Counseling Services and Programs

Counseling Services and Programs, located on the second floor of Benson Memorial Center, offers free professional counseling to all undergraduate and graduate students. Confidential psychological counseling in a supportive atmosphere is designed to help students attain greater self-understanding and become more personally effective. Some of the concerns that students discuss with counselors include stress, depression, sexuality, individual identity, and family, friendship, and love relationships. The special issues of minority and international students are recognized. In addition to individual, couples, and family counseling, small groups and workshops related to topics of general interest are frequently offered. Consultation and referral for faculty and staff and training opportunities for graduate students in counseling are also available.

Students in crisis or with urgent needs can be seen immediately on a walk-in basis, and regular appointments through the receptionist can usually be made within one week by calling 408-554-4172. Counseling hours are Monday through Friday, 8:00 a.m. to 5:00 p.m. and evenings by appointment.

Office of Student Activities

The Office of Student Activities, located in the basement of Benson Memorial Center, assists students maximize their educational, cultural, social, and service opportunities outside the classroom. The Student Activities staff advise Associated Students (ASSCU), Santa Clara Community Action Program (SCCAP), Students Programming Alternative Campus Events (SPACE), Social Presentations, Multicultural Program Board, the student media, clubs and organizations, and fraternities and sororities. Students interested in joining a student organization or forming a new club or organization are encouraged to come by the Office of Student Activities for more information.

In the Jesuit tradition of responsibility for excellence, Santa Clara University is committed to the development of socially responsible leaders. The Office of Student Activities has designed a comprehensive leadership education program that is dedicated to preparing students to assume roles of leadership in the modern world.

Student Health Services

Student Health Services are located in the Cowell Center on campus.

Students may see the Student Health Services medical staff by appointment or for emergency drop-in services 9:00 a.m. to 7:00 p.m. weekdays while the University is in session.

All full-time undergraduate students and full-time law students are eligible for medical care at the center at no charge as health service fees are part of their regular University fees. Graduate students and part-time undergraduate students, on payment of the health service fee, are also eligible for medical care at the center. Health insurance coverage for outside care or other special needs is available and recommended for all students.

All students using Student Health Services are required to have a pre-entrance health examination. Additional information about health insurance coverage and pre-entrance examinations may be obtained from Student Health Services.

Student Resource Center

The Student Resource Center provides services to help specific student populations achieve a successful and satisfying experience at Santa Clara University. The center also strives to increase the cultural awareness of the University community. In addition, the center conducts interviews for students considering withdrawal from the University. The following specific services are housed within the Student Resource Center:

Black Student Resources Black Student Resources addresses the varied needs of black students in settings that encourage cultural identity with the rich historical experience and continued contribution of African Americans. Programs and workshops about the African-American experience are coordinated through this office. BSR maintains liaison with SCU black alumni and sponsors informal leadership and mentoring programs for students with African-American community and professional organizations.

Chicano Student Resources Chicano Student Resources provides support and assistance to students who identify themselves as Chicano, Hispanic, or Latino. Individual student concerns pertaining to academic and personal adjustment are addressed, and referral to other University services is facilitated. In addition, CSR coordinates cultural, educational, and community involvement programs.

Disabled Student Resources Disabled Student Resources provides a centralized location where students with disabilities and chronic diseases are helped to participate effectively in all aspects of campus life. The office assists students in obtaining academic and housing accommodations, helps provide access to University programs and activities, serves as a liaison between students and outside agencies, and works to promote awareness of disability concerns at the University.

International Student Resources International Student Resources provides general assistance and referrals, cultural programs, speakers, and workshops for international students. The programs are specifically designed to encourage

relationships between American and international students. ISR also provides assistance and support to international students' clubs.

Women Student Resources Women Student Resources provides support, information, and programs that promote the personal, educational, and professional interests of women at Santa Clara. By encouraging University women to pursue their individual and collective goals, Women Student Resources reflects its commitment to challenge those aspects of society that diminish an individual's capacity to achieve full potential. Women Student Resources sponsors workshops and speakers on issues of concern to women and maintains a circulating resource library of books and current periodicals.

Teaching and Learning Center

The Teaching and Learning Center, located in 247 Bannan Hall, offers a variety of programs to help students improve their learning skills and prepare for further education.

Two tutorial programs provide undergraduate students with assistance in many classes. Through the Individual Tutorial Program, students may arrange for personal tutoring. Drop-in tutoring is also available at different campus locations. Training in study skills takes place through workshops or in individual sessions at the center. Students receive help with time management, reading, and notetaking and learn ways to prepare for and improve performance on exams.

The center is especially useful to international graduate students who require special help in English by providing learning assistance in a supportive and encouraging environment.

The Teaching and Learning Center also assists juniors, seniors, and graduate students planning to pursue graduate or professional studies select a school and secure financial aid. The center maintains a drop-in library of more than 800 graduate school catalogs and reference sources and arranges campus interviews with graduate school representatives from California schools as well as those from other states. Each year the center sponsors a combined Graduate/Career Information Day with the Career Services Center.

For national and international competitions for scholarships in which candidates must be officially nominated or endorsed by the University, the associate director, together with several members of the faculty, selects the nominees and arranges the endorsements. This office does not award fellowships, scholarships, or other financial assistance for study at Santa Clara or elsewhere.

The center also offers support for faculty through professional development programs such as workshops on teaching and learning and confidential individual evaluations of teaching.

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Course Descriptions

DEPARTMENT OF ACCOUNTING

Professor Emeritus: Thomas Maier

Professors: Paul L. Locatelli, S.J., Charles F. Louie

Associate Professors: Marlynn K. Bohman, Jane A. Ou,
James F. Sepe (*Chair*), Neal L. Ushman

Assistant Professors: Vidya N. Awasthi, Suzanne M. Luttman,
Lynn M. Pringle, Shahrokh M. Saudagaran

Robert and Barbara McCullough Professor: Jane A. Ou

ACTG 216. Financial Accounting

Introduction to the accounting principles and concepts underlying a business entity's financial reporting. Analysis of asset and liability measurement conventions and their impact on income measurement. No prior accounting background is assumed. (3 units)

ACTG 217. Managerial Accounting

Analysis of accounting data and data collection methods used for management planning, control, and decision-making. Profit planning, internal performance reporting, and the uses of accounting information for routine and nonroutine decision-making. *Prerequisite:* ACTG 216. (3 units)

ACTG 218. Managerial Cost Accounting

Intensive analysis of cost accounting including job-order, process, and standard cost systems, joint and by-product accounting, and variable costing. Advanced analysis of budgeting and relevant cost and revenue data for management planning, control, and decision-making. Designed for students planning to pursue

careers in professional and corporate accounting. *Prerequisite:* ACTG 217. (3 units)

ACTG 219. Corporate Accounting I

Intensive study of the principles, conventions, and standards governing corporate asset accounting. Analysis of current pronouncements of accounting rule-making bodies dealing with asset accounting in the context of the objectives of financial reporting. *Prerequisite:* ACTG 216. (3 units)

ACTG 220. Corporate Accounting II

Intensive study of the principles, conventions, and standards governing accounting for liabilities and stockholders' equity. Reporting of earnings, reports of financing and investment activities, and the impact of inflation on conventional accounting reports. *Prerequisite:* ACTG 219. (3 units)

ACTG 223. Taxation I

Analysis of the federal income tax with primary emphasis on the taxation of individuals. The definitions of gross

income, inclusions and exclusions; business and nonbusiness deductions; adjusted gross income and taxable income; capital assets and capital gains and losses. *Prerequisite: ACTG 216.* (3 units)

ACTG 224. Taxation II

Analysis of the federal income tax as applied to distributive shares of partnership income and the application of the tax laws to corporations. Income tax considerations influencing the choice of form of business organization, partnership vs. corporate form, and "S" corporations. *Prerequisite: ACTG 223.* (3 units)

ACTG 225. Seminar in Financial Accounting Theory

Historical development of accounting principles and accounting thought, deductive normative models of accounting, recent developments in empirical research, the role of accounting information in prediction and decision-making models, and the role of research in accounting policy decisions of rule-making bodies. *Prerequisite: ACTG 216.* Required for students electing the concentration in accounting. (3 units)

ACTG 227. Planning, Budgeting, and Control

Concepts and applications of planning for the revenues of a firm. Emphasis on various tools for forecasting industry sales and the resulting firm share. The general budget model of a firm and quantification of the effect that forecasted sales have on various segments of business. *Prerequisite: ACTG 217.* (3 units)

ACTG 231. Auditing I

Introduction to the auditor's professional role in U.S. society. Auditing procedures used to accumulate evidence to support an independent opinion on the fairness of

management's financial statements. *Prerequisite: ACTG 216; recommended: ACTG 219 and 220.* (3 units)

ACTG 250. Financial Statement Analysis

Evaluation of accounting information by decision-makers external to the firm (i.e., investors, creditors) and implications of recent research in accounting and finance for external reporting issues. The concepts developed are applied in several decision contexts, such as solvency determination, value of the firm, security returns, security risk, and dividend policy. *Prerequisites: ACTG 216 and FNCE 245.* (3 units)

ACTG 253. Seminar in International Accounting

Financial reporting issues facing entities conducting business or raising capital in foreign countries. Comparative financial accounting and reporting systems; multinational financial disclosure; selected technical issues including foreign exchange accounting, international transfer pricing, and accounting for inflation; international aspects of managerial accounting and auditing; international accounting organizations; and efforts toward harmonizing accounting standards. Blend of conceptual material, articles dealing with current developments, and case analyses. *Prerequisites: ACTG 216 and 217 and FNCE 245.* (3 units)

ACTG 297. Practical Training

(1 unit)

ACTG 298. Independent Study

(3 units)

ACTG 299. Master's Thesis

(3 units)

DEPARTMENT OF DECISION AND INFORMATION SCIENCES

Professors: Chaiho Kim, Steven Nahmias (*Chair*), Stephen A. Smith

Associate Professors: Charles D. Feinstein, Manoochehr Ghiassi,
Zbynek L. Vancura

Assistant Professors: Rhonda Lee Righter, Paul M. Thompson

Joseph S. Alemany Professor: Chaiho Kim

JCPenney Research Professor: Stephen A. Smith

DISC 200. Statistical Methods

Introduction to probability and statistical analysis emphasizing applications to managerial decision problems. Topics covered include probability theory, sampling techniques, statistical estimation and hypothesis testing. Additional coverage may include regression, analysis of variance, contingency tables, and goodness-of-fit. *Prerequisite:* DISC 293. (4 units)

DISC 201. Decision Science

Introduction to the use of mathematical models for managerial decisions. Focus on applications of common modeling approaches—such as linear programming, decision analysis, and queuing—to business problems. Formulation of mathematical models, solution techniques, and the interpretation of solutions. Practical experience in solving mathematical models on personal computers and specific case study applications at the discretion of the instructor. *Prerequisite:* DISC 200. (3 units)

DISC 206. Computer Simulation Modeling

Use of computer simulation to design and operate complex processes or systems. Design, validation, operating procedures, and analysis of results of computer simulation experiments. Study of examples of the applications of computer simulations, including different types of scheduling, such as assembly line and job shop, distribution system design, inventory reordering design, waiting line systems, and the manufacturing processing design. *Prerequisites:* DISC 200, 295, and

knowledge of one programming language. (3 units)

DISC 207. Management Information Systems

Conceptual background and structure of computer-based information systems. Detailed coverage of the theory and practice of information systems. Modern data processing technology and its applications, information structure, systems concepts, systems analysis and evaluation, and managerial and technological considerations of information systems. *Prerequisite:* DISC 295 or equivalent. (3 units)

DISC 208. Production Management

Survey of problems and analytical techniques related to the production of goods and services. Topics will be drawn from aggregate planning, demand forecasting, inventory control, materials requirement planning, just-in-time systems, project management, scheduling, and quality control. Case studies may be included to facilitate class discussions and to emphasize an integrated approach to decision-making. *Prerequisite:* DISC 201. (3 units)

DISC 209. Advanced Production Management

In-depth exploration of two or three areas of production management, such as inventory control, aggregate planning and master scheduling, materials requirement planning, job shop scheduling and assembly line balancing, facility location and layout, quality control, reliability, maintenance, and forecasting methods. *Prerequisite:* DISC 208. (3 units)

DISC 210. Seminar in Manufacturing Management

The first half of the course explores major strategic and operational issues in manufacturing and examines how they are being addressed by successful manufacturing companies in different parts of the world. The second half explores issues in managing global manufacturing networks and examines how they are being addressed by successful global manufacturing companies. A major portion of the sessions is devoted to discussion. *Prerequisite: DISC 208 or equivalent.* (3 units)

DISC 291. Systems Analysis and Design

The functions of a systems analyst in an organization. Various techniques for analyzing and documenting business situations, determining information requirements and problems, developing logical designs for computer-based information systems, and effectively managing information systems projects from inception to implementation. Exercises and cases are used to develop proficiency. *Prerequisite: DISC 207.* (3 units)

DISC 293. Mathematical Analysis

Fundamental concepts and manipulations of differential and integral calculus. *Prerequisite: satisfactory score on Algebra Equivalency Examination or permission of MBA Committee.* (3 units)

DISC 294. Artificial Intelligence

Survey of basic concepts in artificial intelligence and their applications for business-oriented problems. Production systems, search techniques, knowledge representation, inference techniques and uses of predicate calculus, statistical and

probabilistic reasoning, design and implementation of expert systems, and understanding natural languages. Entails programming in either LISP or PROLOG as well as application developments using Expert System shells. *Prerequisite: DISC 207 or equivalent.* (3 units)

DISC 295. Introduction to Computers

Introduction to computer concepts, computer usage, and programming. Overview of computer hardware, software, and software development. Hands-on experience with personal computers in the PC lab, using existing applications software (including dBase III and Lotus 123). Lab fee required. *Prerequisite: algebra proficiency.* (3 units)

DISC 296. Practical Training

(1 unit)

DISC 297. Data Base Management Systems

Generalized data base management systems. Special emphasis on the logical or conceptual (as opposed to physical) aspects of those systems: data models as models of the real world; the relational, network, and hierarchical data models; logical data base design; specialized languages for data base management; data base management system facilities; and data base administration. *Prerequisite: DISC 207.* (3 units)

DISC 298. Independent Study

(3 units)

DISC 299. Master's Thesis

(3 units)

DEPARTMENT OF ECONOMICS

Professors: Mario L. Belotti, William F. Donnelly, S.J.,
 Alexander J. Field (*Chair*), John M. Heineke, Thaddeus J. Whalen, Jr.
Associate Professors: Peter Chinloy, Henry G. Demmert,
 Laurence R. Iannaccone, Thomas R. Russell
Assistant Professors: Richard T. Coz, S.J., Linda Kamas,
 Laurence Levin, Helen Popper, William A. Sundstrom
Acting Assistant Professor: Mah-Lih Chen
W. M. Keck Foundation Professor: Mario L. Belotti
Stephen and Patricia Schott Professor: Peter Chinloy

ECON 231. Economic Analysis for Business Decisions I

Managerial economics. Demand, cost, production, and pricing at the level of the individual firm or industry. Market structure and the regulatory environment. Emphasis on applications as well as theory. *Prerequisite:* DISC 200 and DISC 293. (3 units)

ECON 232. Analysis of Economic Conditions I

The macroeconomy. Study of what determines the level and rate of growth of output, income, employment and prices, and the level of interest and foreign exchange rates. Designed to prepare decision-makers to understand how an economy functions in the aggregate and to help them interpret, analyze, and operate within a changing macroeconomic environment. *Prerequisite:* algebra proficiency. (3 units)

ECON 233. Analysis of Economic Conditions II

In-depth study and analysis of selected macroeconomic topics, emphasizing the effects of expectations in a process of aggregate dynamic adjustment and the elements of growth theory and macro dynamics. *Prerequisites:* ECON 231 and ECON 232. (3 units)

ECON 235. Urban Economics

Problems of the urban economy. Emphasis on the planning function of managers of urban areas, especially with respect to location, land use, housing, and transpor-

tation. *Prerequisites:* ECON 231 and ECON 232. (3 units)

ECON 237. Economic Analysis for Business Decisions II

Exploration of a wide range of firm decision problems under a number of assumptions concerning firm goals, market "conditions," and firm technology. Focus on using economic theory as a framework for practical business problem solving. Production capacity, run size, and experience effects; empirical models of cost; avoidance of common pitfalls in business decision-making; economic analysis of complex pricing problems and marketing strategies; models of business risk; internal pricing; and incentive problems in the decentralized firm. *Prerequisites:* ECON 231 and DISC 200. (3 units)

ECON 240. Technology and the Modern Business Enterprise

U.S. business and economic history. Focuses on links between changes in technologies of moving goods and information and changes in business organization. Emphasizes impact of railroad and telegraph between 1840 and 1910. Student papers will carry similar themes into the twentieth century—or beyond. *Prerequisites:* ECON 231, ECON 232, and MGMT 265. (3 units)

ECON 241. Money and the Economy

The financial system as a whole. The basic determinants of the supply of and

demand for loanable funds, the manner in which funds are exchanged in the money and capital markets, the influence of demand and supply factors on interest rates, the impact of changes in interest rates, money supply, and loanable funds on the level of economic activity. *Prerequisite: ECON 232.* (3 units)

ECON 242. International Economics

The international economic environment and the relationship between public policy and international business activity. Emphasis on the application of principles and techniques of economic analysis to foreign trade and the national economy, the means of international payments, foreign exchange markets, investment overseas, balance of payments effects, competition and specialization, national attempts at control, international agreements and institutions, and changing patterns of investment and trade. Lectures, discussions, and short papers on current policy issues. *Prerequisites: ECON 231 and ECON 232.* (3 units)

ECON 243. Industrial Organization

Advanced analysis of competition and business policy, including the theory of price and nonprice competition in various market structures. Emphasis on the structure, conduct, and performance of various industries. Study of antitrust policy and public utility regulation in terms of their underlying economic rationale and their outcome in practice. *Prerequisite: ECON 231.* (3 units)

ECON 246. Business and Economic Forecasting

Introduction to modern, practical forecasting procedures. Data base construction, estimation, forecasting, and evaluation. Basic techniques include econometric modeling, time series, and judgmental methods. Emphasis on application by means of case studies. Attention to both firm-specific (micro) and national economy (macro) forecast issues. Lab fee required. *Prerequisites: ECON 231 and ECON 232.* (3 units)

ECON 252. Negotiation, Business Strategy, and the Theory of Games

General techniques for analyzing business conflict and cooperation problems. Emphasis on the negotiation process from analytical and behavioral perspectives. The manager as mediator and arbitrator. Use of game theory to conduct strategic analysis internal and external to the firm. Applications to agenda construction, voting procedures, labor negotiation, agency contracting, pricing policy, timing of new product introduction. *Prerequisite: ECON 231.* (3 units)

ECON 297. Practical Training

(1 unit)

ECON 298. Independent Study

(3 units)

ECON 299. Master's Thesis

(3 units)

DEPARTMENT OF FINANCE

Professors: Francis J. Corrigan, Wayne Y. Lee, Hersh M. Shefrin, Meir Statman (*Chair*)

Assistant Professors: Edward H. Chow, Sally A. Hamilton, Diana Hancock, Hoje Jo

FNCE 245. Financial Management I

Introduction to the basic concepts of valuation and the general problem of financial management, which deals with

asset acquisition, financing, and the evaluation of financial performance. The techniques of financial analysis, funds flow planning and forecasting, and the

impact of operating and financial decisions on risk. Investment in and financing of short-term assets, the profitability of investment in long-term fixed assets, and the determination of required rate of return for capital investment. *Prerequisites: ACTG 216 and DISC 200.* (3 units)

FNCE 246. Financial Management II

Review of the principles of capital budgeting emphasizing the application of valuation concepts to address the issues of long-term financing: optimum capital structure and cost of capital, as well as dividend policy. The uses and characteristics of alternative forms of securities, such as warrants and convertibles; mergers and acquisitions; bankruptcy and reorganization; and leasing. *Prerequisite: FNCE 245.* (3 units)

FNCE 247. Money and Capital Markets

Role and functions of financial institutions, financial flows, interest rate structures, money and capital markets, and their implications for the formulation of business financial policy. *Prerequisite: FNCE 245.* (3 units)

FNCE 248. Seminar in Finance

Course designed to enable students to apply their knowledge of finance and research skills to a broad range of finance topics. *Prerequisite: FNCE 246.* (3 units)

FNCE 249. Investments I

Introduction to the nature and functions of securities markets and the types of financial instruments traded. The organization, operation, and regulation of these markets; analysis of common stocks and bonds, as well as the uses of options and futures contracts for hedging and speculation; rudiments of portfolio management and diversification. *Prerequisite: FNCE 246.* (3 units)

FNCE 250. Bank Simulation

Course centerpiece is the Stanford Bank Management Simulator, a personal computer program that simulates operations of a commercial bank, based on decisions of management teams. Management teams make a series of decisions. The simulator allows virtually limitless decision combinations and accommodates feedback from other management teams. Competition between banks is encouraged, making the simulation realistic. *Prerequisite: FNCE 256.* (3 units)

FNCE 251. International Monetary and Financial Relations

In-depth examination of the functioning of the international monetary system and international financial arrangements. Transfer of international payments, foreign exchange markets, balance of payments, international liquidity, international portfolios and direct investment, international financial markets and institutions, and international banking. *Prerequisite: FNCE 245.* (3 units)

FNCE 252. Risk Management and Insurance

A comprehensive course dealing with the identification, analysis, quantification, and modification of risk of loss in an organization through the use of cost containment strategies, property and casualty insurance, as well as self-insurance through captive insurance companies. Emphasis on a practical, realistic approach to aggressive risk control. *Prerequisite: FNCE 246.* (3 units)

FNCE 253. Life Insurance

The role of life insurance in economic security; types of life insurance and annuity contracts; selection, classification, and treatment of risks; life insurance law; settlement options and programming; and special forms of life insurance. *Prerequisite: FNCE 246.* (3 units)

FNCE 254. International Financial Management

Financial issues of firms operating internationally, including internal and external sources of funds; foreign investment decisions; financial structures; protection against foreign exchange losses; international working capital management; and import and export financing. *Prerequisite: FNCE 245.* (3 units)

FNCE 255. Real Estate Finance

Study of the risks, practices, and problems involved in financing and investing in real property. Analysis of the economic background of cities, urban growth and structure, and land use policies, using case studies. *Prerequisite: FNCE 246.* (3 units)

FNCE 256. Management of Financial Institutions

The general management and policies of financial institutions, including regulation of financial institutions, interest rate risk management, liquidity, credit and capital management, investment, commercial and mortgage banking. Computer simulations used to assist in the analysis of bank management decisions. *Prerequisite: FNCE 246.* (3 units)

FNCE 257. Investments II

Advanced issues in investment theory and practice. Specific topics vary, but are typically drawn from the areas of market efficiency; portfolio and capital market theory; valuation of securities, including options and futures contracts; empirical tests of asset-pricing models; and the investment psychology and behavior of investors and the market. *Prerequisites: FNCE 246 and FNCE 249.* (3 units)

FNCE 258. Real Estate Investments

Advanced treatment of investment analysis and portfolio management as applied to real estate investments. Asset valuation theory, appraisal theory, and risk and return measurement. Case studies. *Prerequisite: FNCE 245.* (3 units)

FNCE 297. Practical Training
(1 unit)***FNCE 298. Independent Study***
(3 units)***FNCE 299. Master's Thesis***
(3 units)**DEPARTMENT OF MARKETING**

Professor Emeritus: Ronald L. Stucky

Professors: Albert V. Bruno, Shelby H. McIntyre, Tyzoon T. Tyebjee (*Chair*)

Associate Professors: Dale D. Achabal, Karen F. A. Fox, J. Michael Munson

Assistant Professor: Edward F. McQuarrie

Acting Assistant Professor: Peter Crosbie

Executive Lecturer: Lewis C. Winters

Glenn Klimek Professor: Albert V. Bruno

JCPenney Research Professor: Shelby H. McIntyre

L. J. Skaggs Professor: Dale D. Achabal

MKTG 276. Services Marketing

Examination of marketing issues unique to the growing service sector, including distinctive features of services, segmentation and positioning, demand management, consumer satisfaction, quality, and

productivity. Each student works with a service organization to prepare a marketing audit or marketing plan. *Prerequisite: MKTG 280.* (3 units)

MKTG 277. *Product Market Planning and Strategy*

The strategic decision of product and market selection and the role of innovation in light of a firm's objectives. Introduction to the decision process for the management of new products and analytic tools to aid the product manager at different phases of the decision process. *Prerequisite: MKTG 280.* (3 units)

MKTG 278. *International Marketing*

The principles, instruments, and institutions of international marketing. Issues such as developing foreign markets through exports, licensing, joint ventures, and multinational operations. *Prerequisite: MKTG 280.* (3 units)

MKTG 279. *Small Business Entrepreneurship*

Evaluation of venture ideas and the conversion of these ideas into viable ventures. Discussion of cases, lectures, and presentations by guest lecturers who have played a role in starting new enterprises (e.g., bankers, attorneys, entrepreneurs). Each member of the class develops a five-year business plan for a new enterprise. *Prerequisite: MKTG 280.* (3 units)

MKTG 280. *Marketing Management I*

Analysis of principles and methods of marketing from the viewpoint of management. The role of marketing in business, the nature of marketing organizations and institutions, and marketing decisions and the environmental influences on them. Lectures supplemented by discussion of typical cases in marketing management. (3 units)

MKTG 282. *Marketing Management II*

Exposure to a variety of decisions required for the effective marketing of goods and services for the consumer, industrial, and nonprofit sectors. Case

analysis and a high degree of student participation. *Prerequisite: MKTG 280.* (3 units)

MKTG 283. *Buyer Behavior*

Application of the behavioral sciences to understanding buyer behavior. Decision processes of both consumer and industrial buyers, including the key concept of the industrial buying center; and influences of such behavioral concepts as motivation, personality, learning, perception, attitude, reference groups, and culture on specific areas of consumer decision-making. A term project of the student's own choosing (related to some aspect of consumer, service, or industrial marketing) constitutes the major portion of the course grade. *Prerequisite: MKTG 280.* (3 units)

MKTG 284. *Advertising Management*

A study of the role of advertising in marketing. The communication process, the definition of advertising objectives, strategy formulation, budgeting, media selection, copy testing, and evaluation of advertising results. *Prerequisite: MKTG 280.* (3 units)

MKTG 285. *Sales Management*

Managing the sales function, incorporating current management and quantitative techniques together with concepts from the behavioral sciences. The various duties of the sales manager with particular emphasis on the integrative nature of the tasks. *Prerequisite: MKTG 280.* (3 units)

MKTG 288. *Concepts and Techniques in Marketing Research*

The application of research methodology to the solving of marketing problems and the application of marketing research to management thinking. Research design and data analysis. *Prerequisite: MKTG 280.* (3 units)

MKTG 290. Retailing

The problems and opportunities facing retail institutions in today's complex and dynamic environment. Modern management methods and tools for interrelating marketing and financial strategies. Analysis of case problems involving policy and procedure planning by firms of all sizes. Students observe and analyze an actual retailer. *Prerequisite: MKTG 280.* (3 units)

MKTG 291. Industrial Marketing

Application of marketing techniques to the needs of the producer, re-seller, and government markets. Emphasis on a managerial viewpoint and use of findings from the behavioral and quantitative sciences as the foundation for determining a successful marketing mix. Lectures and case discussions. Cases and computer simulations may be used. *Prerequisite: MKTG 280.* (3 units)

MKTG 292. Marketing Information Systems

Focus on the use of information technology as a component in the development of marketing strategy. Students learn how to design, maintain, and organize a marketing information system (MkIS). Emphasis on the analysis of secondary marketing research information, the way MkIS can be a competitive weapon, and how it can be used as a tool to achieve better customer service. Lab fee required. *Prerequisite: MKTG 280.* (3 units)

MKTG 297. Practical Training

(1 unit)

MKTG 298. Independent Study

(3 units)

MKTG 299. Master's Thesis

(3 units)

DEPARTMENT OF ORGANIZATIONAL ANALYSIS AND MANAGEMENT

Professors: David F. Caldwell (*Chair*), André L. Delbecq, James L. Koch, Dennis J. Moberg, Barry Z. Posner

Associate Professors: Jacques Delacroix, James L. Hall, Joel K. Leidecker

Assistant Professors: Barbara Levitt, Mark A. Seabright

Senior Lecturer: David R. Palmer

Charles J. Dirksen Professor of Business: Manuel G. Velasquez

MGMT 260. Management I: Organization and Management

Exploration of the concepts, models, and applications of contemporary organization theory. Goal setting, organization structure, technology, organizational environment, planning and control systems, and formal communication flow. Emphasis on applications to ongoing organizational problems. (3 units)

MGMT 261. Social Psychology of Leadership

Continuation of MGMT 268 with emphasis on interpersonal relations and

group dynamics, using an experiential (e.g., role-play) approach. Focus on skills such as assertiveness, conflict resolution, small group leadership, and group decision-making. Diagnostic skills emphasized. *Prerequisite: MGMT 268.* (3 units)

MGMT 263. Managerial Decision-making and Problem-solving

The use of influence and political analysis in organizational decisions. Emphasis on the implementation process. *Prerequisite: MGMT 268.* (3 units)

MGMT 264. Personnel Administration

Exposure to the role and functions of the personnel department in business organizations. Particular emphasis on employment planning, selection, and placement; employee evaluation, training, and development; compensation systems; and legislation impacting personnel policies. *Prerequisite: MGMT 268.* (3 units)

MGMT 265. Legal, Social, and Political Environment of Business

Investigation of the political, social, and legal environment in which the business enterprise operates. The historical development of capitalism and the U.S. political economy, contemporary interactions of government and societal institutions with the corporation, and the agenda of issues that constitute business-society interaction in the 1990s. Lectures and extensive case discussions. (3 units)

MGMT 266. Business Policy

The Capstone Course for the MBA program. Presented from the perspective of a general manager, with particular emphasis on integration of the various functional areas of the firm. Strategic planning, strategy formulation and implementation, industry and competitor analysis, and firm-specific resource analysis. Heavily oriented toward the case method, supported by conceptual and applied readings as well as lectures. *Prerequisites: ECON 232, DISC 208, FNCE 246, and the marketing core requirement (MKTG 282 or MKTG 291).* Should be taken in the final two quarters of the student's MBA program. See also IDIS 266, Business Policy in High-Technology Firms. (3 units)

MGMT 268. Management II: Organizational Behavior

Analysis of optimum utilization of human resources in the organization. The contributions of the behavioral sciences to administrative practice, such as human

motivation, group dynamics, interpersonal relationships, leadership, and management of conflict and change. *Prerequisite: MGMT 260.* (3 units)

MGMT 269. Communications

Focus on communication within the organization, with an emphasis on both oral communication (public talks, formal presentations) and written communication (memos, letters, project reports). (3 units)

MGMT 270. International Management

Issues and problems confronting managers in international operations, including operational strategies and structures and institutions that negotiate and regulate international operations. Blend of conceptual material and case analyses. *Prerequisite: MGMT 268.* (3 units)

MGMT 271. Managing Innovation and Technology

Exploration of the organizational structures and management processes that can facilitate or impede innovation. Topics include managing scientists and engineers, cross-functional integration, and analysis of the innovation process. *Prerequisite: MGMT 260 and 268.* (3 units)

MGMT 273. Advanced Seminar in Organizational Behavior: Managing Teams and Projects

Application of the conceptual areas discussed in MGMT 260 and MGMT 268, as they relate to managing temporary groups or projects. *Prerequisite: MGMT 268.* (3 units)

MGMT 295. Practical Training
(1 unit)**MGMT 297. Seminar in Management Ethics**

Seminar to help managers integrate ethics with management decisions. The goal is to integrate the manager's concern for the

welfare of people with competent management. Specific issues addressed are a function of the current environment and the special areas of expertise of the professor. Limited to 20 students. *Prerequisite: MGMT 268.* (3 units)

MGMT 298. *Independent Study*
(3 units)

MGMT 299. *Master's Thesis*
(3 units)

INTERDISCIPLINARY COURSES

IDIS 212. *Management of the High-Technology Firm Seminar*

Identification and analysis of business issues and problems that are particularly important or unique to high-technology firms. Topics vary from seminar to seminar and include a selection from project management, production, marketing management, personnel management, accounting, investment decisions, economic incentive schemes for innovation, financing, pricing, technological transfer, economic and technological forecasting, and legal issues related to patents and trademarks. Divided into segments of two to four sessions taught by faculty and guest speakers with special

expertise in each topic. *Prerequisite: completion of a minimum of 10 MBA courses.* (3 units)

IDIS 266. *Business Policy in High-Technology Firms*

A special version of MGMT 266, the Business Policy course required of all MBA students. Focus on the business definition of development, internal and external analysis of strategic alternatives, and the formulation and implementation of strategy, all from the point of view of high-tech companies. Students may take either MGMT 266 or IDIS 266. *Prerequisites: same as for MGMT 266.* (3 units)

INSTITUTE OF AGRIBUSINESS

Professors: Mario L. Belotti (*Director*), Robert A. Collins
Assistant Professors: Gregory A. Baker, S. Andrew Starbird
Naumes Family Professor: Robert A. Collins
W. M. Keck Foundation Professor: Mario L. Belotti

AGRI 330. *Environment of the Agribusiness Firm*

Introduction to the economic, social, legal, and political environment of the agribusiness firm. Focuses on issues that influence the decisions of agribusiness managers, including food safety, technology, agricultural policy, international trade, the environment, social responsibility, and ethics. (3 units)

AGRI 361. *Agribusiness Production Management*

Application of theory and quantitative methods for management of production activities in agribusiness. Product mix,

facility location, production planning and scheduling, inventory management, material requirements planning, and distribution systems. Analysis of problems and case studies through the use of decision science techniques, statistics, and analytical models. *Prerequisite: DISC 201.* (3 units)

AGRI 362. *Agribusiness Project Planning*

The evaluation, planning, and programming of agribusiness projects, including such topics as project objectives and definition, scope of work, methodology of performance, financial analysis and sensitivity analysis, cash flow methods of

project financing, and other pertinent information. *Prerequisites: completion of all tool courses and FNCE 245.* (3 units)

AGRI 370. Agribusiness Finance

Financial analysis and financial management problems of agribusiness firms. Emphasis on risk management, financial modeling, and integration with marketing and production management. Structure of capital markets and sources of funds for agricultural operations. *Prerequisite: FNCE 245.* (3 units)

AGRI 371. Strategic Agribusiness Management

Emphasis on strategic management of the agribusiness firm from the perspective of the general manager. Integrates knowledge in finance, marketing, production management, and organizational theory in the formulation and implementation of strategy. Should be taken in the final two quarters of the student's MBA program. (3 units)

AGRI 380. Agribusiness Marketing

The structure and nature of agricultural product markets and the marketing management of agribusiness products. Topics include marketing institutions and processes, price formation and analysis, buyer behavior, and developing and implementing marketing strategy. *Prerequisite: MKTG 280.* (3 units)

AGRI 381. International Marketing of Agribusiness Products

Concepts, processes, and institutions involved in the international marketing of agricultural products. Size and importance of international markets. International trade flows, tariffs and trade and nontrade barriers related to the export of agribusiness products. Financing of

agribusiness exports and protection against foreign exchange fluctuation. (3 units)

AGRI 383. Commodities and Risk Management

Techniques for price risk management of commodity purchases, inventories, and production. Price forecasting using econometric models. Futures contracts and options are used to mitigate effects of uncertain prices. Lectures are augmented with term projects, computer exercises, readings from current literature. *Prerequisite: DISC 200.* (3 units)

AGRI 385. Advanced Topics in Agribusiness

Intense study of a selected topic in agribusiness. Concentration on one or more of the functional areas of business and administration. Topics complement Institute of Agribusiness courses. *Prerequisite: permission of instructor required.* (3 units)

AGRI 390. Internship

A specially designed job situation in which the student studies a problem of particular importance to the company's management. The activity culminates in a written report providing recommendations for action and supporting analysis. (3 units)

AGRI 391. Independent Research

A written, in-depth study of a subject, usually involving field collection of data. *Prerequisite: approval of topic by a member of the Agribusiness faculty.* (3 units)

AGRI 397. Practical Training

(1 unit)

Accreditations and Memberships

ONE HUNDRED AND FORTY-FIRST YEAR
1991-92

Accredited by the Accrediting Commission for Senior Colleges and
Universities of the Western Association of Schools and Colleges

Accredited by the American Assembly of Collegiate Schools of Business
(Undergraduate and Graduate Programs)

Accredited by the American Bar Association

Admitted to Membership in the Association of American Law Schools

Accredited by the State Bar of California

Accredited by the Accreditation Board for Engineering and Technology
(Undergraduate Civil, Computer, Electrical, and Mechanical Engineering)

Accredited by the California State Commission on Teacher Credentialing

Accredited by the American Chemical Society

Admitted to Membership in the National Association of Schools of Music

Admitted to Membership in the National Association of
Schools of Theatre

Accredited by the American Association of Museums

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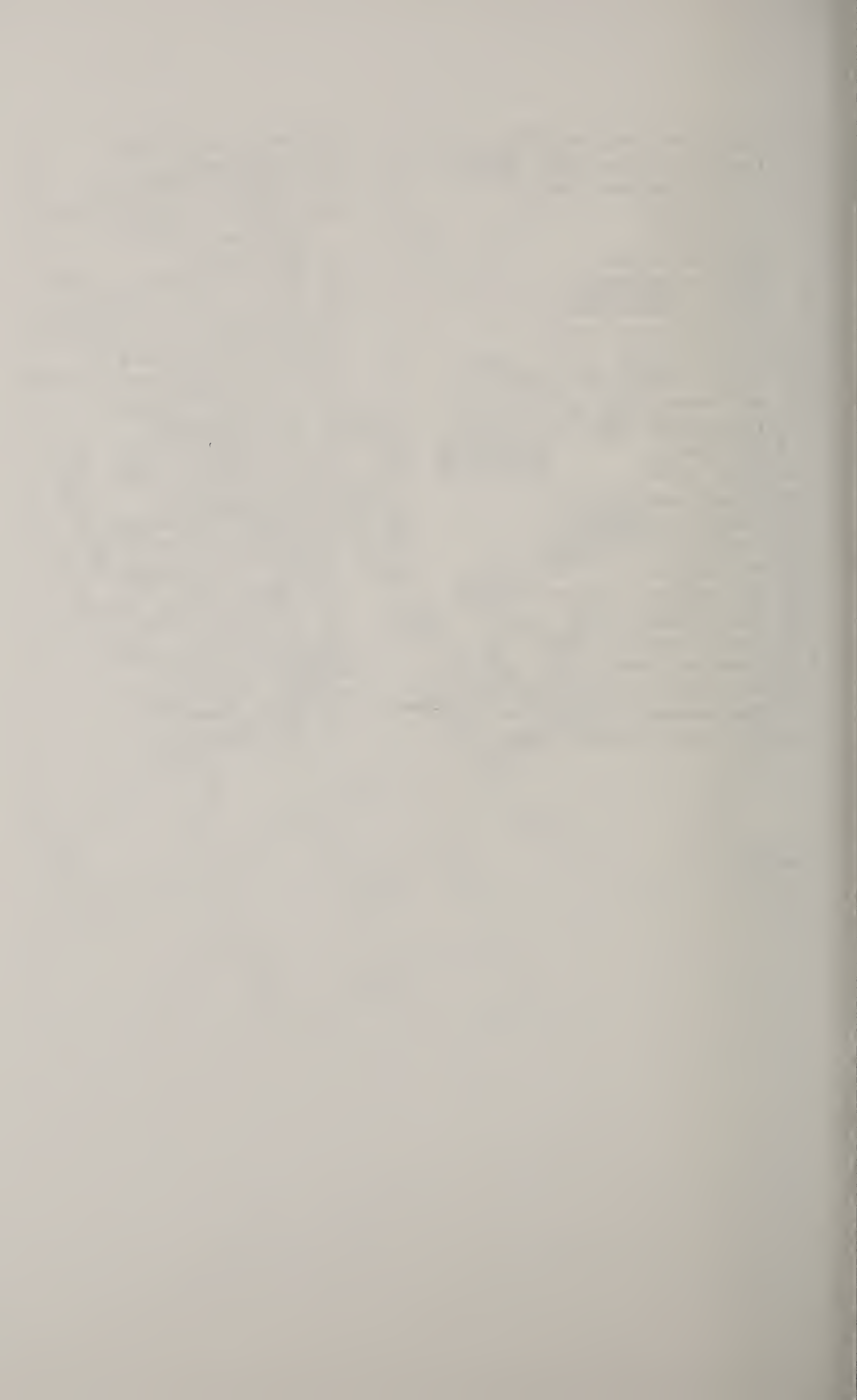
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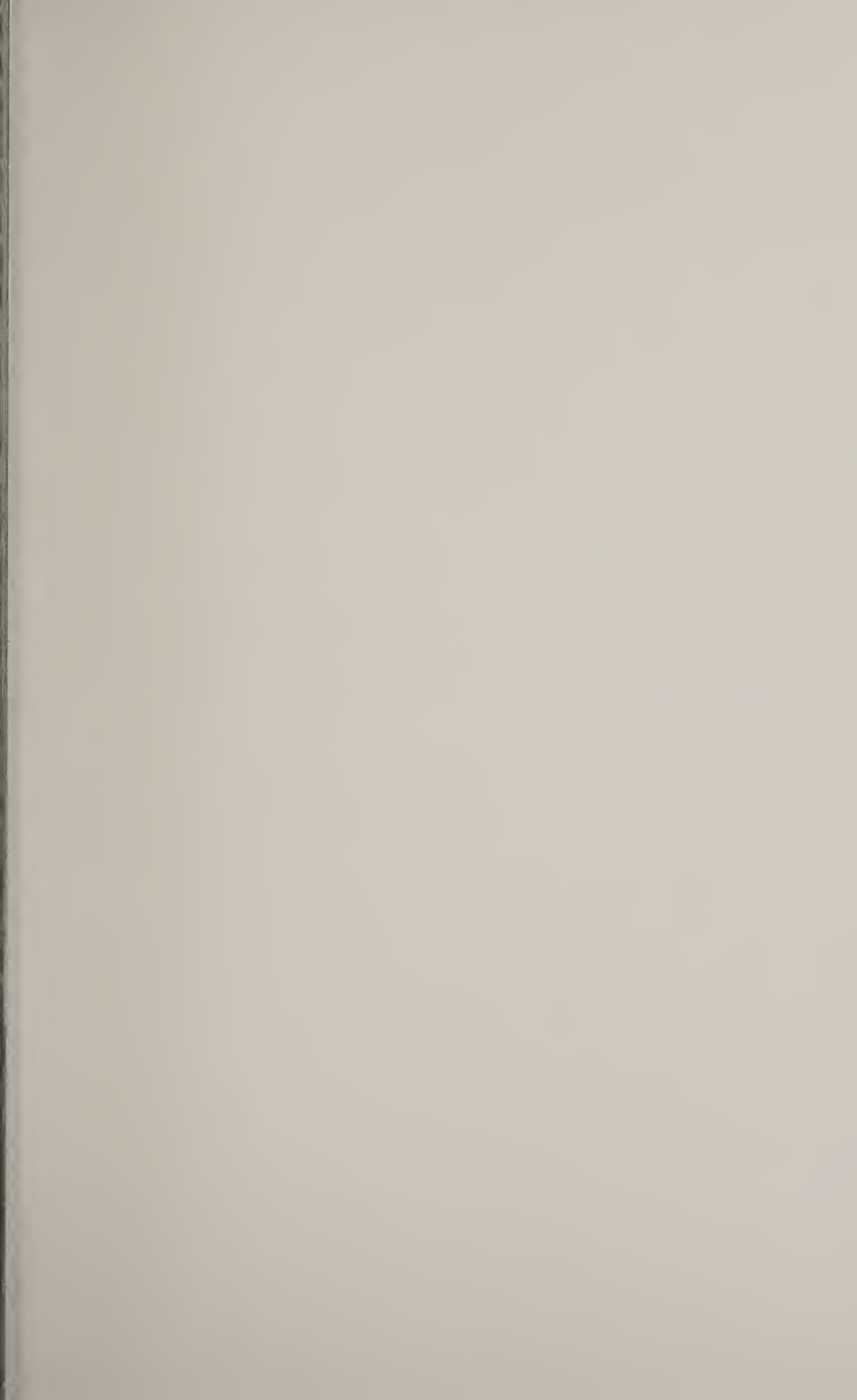
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 - 3b. Swig Hall
 - 3c. Hancock Hall
 - 3d. O'Neill Hall
 - 3e. Multicultural Center
4. Campus Tennis Courts
5. Orradre Library
6. Sullivan Engineering Center
 - 6a. Thomas J. Bannan Building
7. Bannan Hall Classroom Building
8. Field House
9. Shaw Stadium
10. Benson Memorial Center
11. Swig Residence Hall
12. Dunne Residence Hall
13. Kennedy Mall
14. McLaughlin Residence Hall
15. Walsh Residence Hall
16. Ricard Memorial Observatory
17. Donohoe Alumni House
18. Kenna Hall – Leavey School of Business and Administration
19. Bergin Hall – School of Law
20. Heafey Law Library
21. Staff Lounge
22. St. Joseph's Hall
23. Varsi Hall – Admissions and Development Offices
24. Restrooms
25. Adobe Lodge – Faculty Club
26. University Day Care Center
27. Nobili Hall – Jesuit Residence
28. Mission Santa Clara
29. Walsh Administration Building
30. de Saisset Museum
31. O'Connor Hall
32. Daly Science Center
33. Alumni Science Hall
34. Mayer Theatre
35. Cowell Health Center
36. Leavey Activities Center
37. Fine Arts Building
38. Dance Building
39. Music Building
40. Main Gates
41. Alumni Park
42. Law House
43. Casa Italiana
44. Physical Plant





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